

PUBLIC SAFETY COMMITTEE

11-0493R

RESOLUTION AUTHORIZING AN AGREEMENT WITH SYSTEM PLANNING CORPORATION (TRI-DATA DIVISION) FOR PROFESSIONAL SERVICES IN CONDUCTING A MANAGEMENT AND OPERATIONS STUDY FOR THE DULUTH FIRE DEPARTMENT FOR A TOTAL OF \$78,610.

CITY PROPOSAL:

RESOLVED, that the proper city officials are hereby authorized to enter into an agreement with System Planning Corporation (TriData Division), substantially in the form of that on file in the office of the city clerk as Public Document No. _____ for professional services in the review, evaluation, and reporting of management and operations of the Duluth fire department for a total amount of \$78,610, payable from General Fund 110, Dept./Agency 700 (Transfers and Other Functions), Div. 1407 (Miscellaneous), and Object 5441 (Other Services and Charges).

Approved:



Department Director

Purchasing Agent DS

Approved as to form:



Attorney

Approved for presentation to council:



Chief Administrative Officer

Approved:



Auditor

FIRE/PRCH DS:le 09/16/2011

STATEMENT OF PURPOSE: This resolution authorizes a consultant agreement with System Planning Corporation (TriData Division) for a study of selected internal functions and practices of the Duluth fire department for \$78,610, payable from the general fund. The purpose of the study is to help the fire chief determine if the department is functioning optimally with available resources. The consultant will work under the direction of the fire chief.

It is anticipated that the project will begin October 1, 2011, with a report to be delivered by December 31, 2011. The city is particularly interested in identifying appropriate benchmarks and standards that can be used to measure future performance in areas identified within.

System Planning Corporation is located in Arlington, Virginia. TriData Division, co-located with the parent company, is an independent consulting firm not affiliated with any professional organization, labor union, publisher, or similar organization.

Requisition No. 11-0511

AGREEMENT FOR PROFESSIONAL SERVICES
SYSTEM PLANNING CORPORATION (TRIDATA DIVISION)

AND

CITY OF DULUTH

THIS AGREEMENT, entered into this _____ (day) of _____ (month/year), by and between the CITY OF DULUTH, a municipal corporation, hereinafter referred to as "City," and **System Planning Corporation (TriData Division), located at 3601 Boulevard, Arlington, Virginia 22201-2363**, hereinafter referred to as "Consultant," for the purpose of rendering services to the City.

WHEREAS, the City desires to utilize Consultant **professional services in the professional services in the review, evaluation, and reporting of management and operations for the Duluth fire department;**

WHEREAS, Consultant has represented that it is qualified and willing to perform services set forth in its proposal;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

I. Services to be Performed.

Consultant will provide the services identified in its proposal dated August 29, 2011, attached hereto as **Exhibit "A."** In the event of any conflict between the terms of the Proposal and this Agreement, the terms and conditions of this Agreement shall be deemed to be controlling.

II. Fees.

It is agreed between the parties that Consultant's maximum fee for the term of this Agreement shall not exceed the sum of **\$78,610** (Seventy-Eight Thousand, Six-Hundred Ten and no/100 dollars), payable from General Fund 110, Dept. /Agency 700 (Transfers and Other Functions), Div. 1407 (Miscellaneous), and Object 5441 (Other Services and Charges), Resolution 11-0493, Requisition 11-0511, Vendor Code 6742. All bills for services rendered shall be submitted monthly to the Fire Chief of the Duluth Fire Department.

III. General Terms and Conditions.

1. Qualifications. Consultant represents that it is qualified and willing to perform the services set forth herein.
2. Amendments. Any alterations, variations, modifications or waivers of terms of this

Agreement including contract price shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.

3. Assignment. Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City.
4. Data and Confidentiality.
 - a. The City agrees that it will make available all pertinent information, data and records under its control for Consultant to use in the performance of this Agreement, or to assist Consultant wherever possible to obtain such records, data and information.
 - b. All reports, data, information, documentation and material given to or prepared by Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from the City.
 - c. All notes, reports, records and other data prepared under this Agreement shall become the property of the City upon completion or termination of the services of Consultant. Any reuse of notes, reports, records or other data for anything other than its intended purpose will be at the City's sole risk and without liability or legal exposure to Consultant.
5. Standard of Performance.

Consultant agrees that all services to be provided to the City pursuant to this Agreement shall be in accordance with the generally accepted standards of the profession for the provisions of services of this type.
6. Contract Period.

Consultant shall commence performance of this Agreement upon the execution thereof and performance shall be completed by **December 31, 2011.**
7. Independent Contractor.
 - a. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker's Compensation Act of the State of Minnesota on behalf of Consultant's

employees while so engaged, and any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A (Public Employees Retirement Association). Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of Consultant's intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.

- b. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.
- c. Contractor expressly waives any right to claim any immunity provided for in Minnesota Statutes Chapter 466 or pursuant to the official immunity doctrine.

8. Indemnity.

Consultant agrees to defend, save harmless, and indemnify the City of Duluth, its agents, and employees from any loss, cost, or damage by reason of Personal Injury or property damage of whatsoever nature or kind arising out of, or as a result of, the performance of the work by the Consultant, its employees, agents, or subcontractors.

9. Insurance.

- a. Consultant shall provide the following minimum amounts of insurance from insurance companies authorized to do business in the state of Minnesota.
 - (1) Workers' compensation insurance in accordance with the laws of the State of Minnesota.
 - (2) Public Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, and twice the limits provided when a claim arises out of the release or threatened release of a hazardous substance; shall be in a company approved by the city of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and Contractual Liability.
 - (3) Professional Liability Insurance in an amount not less than

\$1,500,000 Single Limit; provided further that in the event the professional malpractice insurance is in the form of "claims made," insurance, 60 days notice prior to any cancellation or modification shall be required; and in such event, Consultant agrees to provide the City with either evidence of new insurance coverage conforming to the provisions of this paragraph which will provide unbroken protection to the City, or, in the alternative, to purchase at its cost, extended coverage under the old policy for the period the state of repose runs; the protection to be provided by said "claims made" insurance shall remain in place until the running of the statute of repose for claims related to this Agreement.

- (4) **City of Duluth shall be named as Additional Insured** under the Public Liability and Automobile Liability, or as an alternate, Contractor may provide Owners-Contractors Protective policy, naming himself and City of Duluth. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with 30-days notice of cancellation, non-renewal or material change provisions included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Contractor's interests and liabilities.
 - (5) If a certificate of insurance is provided, the form of the certificate shall contain an unconditional requirement that the insurer notify the City without fail not less than 30 days prior to any cancellation, non-renewal or modification of the policy or coverages evidenced by said certificate and shall further provide that failure to give such notice to City will render any such change or changes in said policy or coverages ineffective as against the City.
 - (6) **The use of an "Accord" form as a certificate of insurance shall be accompanied by two forms - 1) ISO Additional Insured Endorsement (CG-2010 pre-2004) and 2) Notice of Cancellation Endorsement (IL 7002) or equivalent, as approved by the Duluth City Attorney's Office.**
- b. The insurance required herein shall be maintained in full force and effect during the life of this Agreement and shall protect Consultant, its employees,

agents and representatives from claims and damages including but not limited to personal injury and death and any act or failure to act by Consultant, its employees, agents and representatives in the negligent performance of work covered by this Agreement.

- c. Certificates showing that Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.
- d. The City shall be named as an additional insured on each liability policy other than the professional liability and the workers' compensation policies of the Consultant.
- e. The certificates shall provide that the policies shall not be changed or canceled during the life of this Agreement without at least 30 days advanced notice being given to the City.

10. Laws, Rules and Regulations.

Consultant agrees to observe and comply with all laws, ordinances, rules and regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities under this Agreement.

11. Applicable Law.

This Agreement, together with all of its paragraphs, terms and provisions is made in the state of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

IN WITNESS WHEREOF, the parties have hereunto set their hands the day and date first above shown.

Countersigned:

CITY OF DULUTH-Client

By

City Auditor
Approved this _____ day of _____
20__.

Mayor
Attest:
City Clerk
Date Attested: _____

Department Director
Approved this _____ day of _____
20__.

**SYSTEM PLANNING CORPORATION
(TRIDATA DIVISION)**

By

Purchasing Agent
Approved this _____ day of _____
20__.

Company Representative
Its ✓

Assistant City Attorney
Date:

Title of Representative
Date:

City of Duluth Fire Department Management and Operations Study

I. Overview

The City of Duluth is soliciting proposals from qualified companies to perform an analysis of the Duluth Fire Department. Specifically, the successful proposer will be expected to review and evaluate selected internal functions and practices to help Fire Chief Strongitharm determine whether the Department is functioning optimally, given the available resources. It is anticipated that the project will commence October 1st 2011 and that a draft report will be delivered by December 31st 2011. The successful proposer will work under the direction of the Fire Chief.

II. Background

A. City Overview

By Charter, the City of Duluth is structured as a strong-mayor form of government, with the Mayor acting as the chief executive officer for the city. A nine member city council elects its own president and serves as the policy making body for the City. There are seven operating departments, each headed by a department director appointed by the Mayor with the consent of the council.

The City of Duluth is located in Northern Minnesota at the most western tip of Lake Superior. The City has a population of 86,000 people and serves as a regional hub for transportation, industry, health care and education. It covers an area of approximately 70 square miles, and includes such critical infrastructure as a international shipping port, international airport, regional power generator and power distribution center, federal prison, natural gas pipeline, major international railway, three colleges, two regional hospitals, Coast Guard base, the 148th Air National Guard Fighter Interceptor Group, and State and interstate highways that link directly to Canada, Wisconsin, North Dakota, and Minneapolis/St Paul.

Duluth's shape and topography presents the fire department with response and operational challenges. The City is narrow and follows the shoreline of Lake Superior and St Louis River. At 27 miles long, Duluth has more fire stations than a similar city that is square to maintain acceptable response times. There are some areas of Duluth that would be considered wild land and other areas that are urban and heavily populated. Lake Superior, its port, and associated waterways provide unique challenges to the department.

B. Overview of the Department

As of July 2011 there were a total of 140 full time employees in the Duluth Fire Department organized in three divisions; Administrative, Operations, and Life Safety. The divisions provide services from nine functional areas: Department Administration, Emergency Management and Preparedness, Fire Suppression and Rescue, Emergency Medical Services, Training, Fire Prevention, Arson and Fire Investigation, Housing and Rental Licensing, and Nuisance Abatement. The total adopted budget for 2011 is \$13,255,000. Employees in the department are represented by three different bargaining units, however the majority of DFD personnel (130) are represented by the International Association of Fire Fighters, Local 101.

In 2010, the fire department responded to more than 8,400 fire and emergency medical calls. Of those, approximately 65% were for EMS based. The fire department responds to all 911 EMS calls as EMT first responders. In addition, the department provides hazmat response, water and ice rescue, confined space response, high angle rescue and auto extrication. Non emergency functions provided by the life safety division include thousands of inspections of rental housing and commercial properties each year. Below is a brief description of each division:

-
- **Administrative Division** – The Administrative Division consists of the Fire Chief, Deputy Fire Chief, and one support staff. The two chief’s manage resources and provide direction in the operation of the Department. Additional responsibilities include budget creation and oversight, short and long term planning, city wide emergency management and preparedness, policy creation and oversight, and coordination with Local, State, and Federal emergency response partners. The Fire Chief and Deputy Fire Chief are the only supervisory employees in the Fire Department.
 - **Operations Division**- The Operations Division is responsible for fire and emergency response for the City of Duluth. Services are provided through three 24 hour shifts, each of which is lead by an Assistant Chief. 9 stations are staffed with a department total of 13 fire companies. Resources include: 9 engines, 2 ladder trucks, 1 quint, and 1 rescue squad. In addition, there are several specialty units including two rescue boats, State Chemical Assessment Team, and confined space trailer.
 - **Life Safety Division** – The life safety division is a newly formed division which combined the Fire Prevention Division, housing inspection program, and nuisance property oversight. The division is managed by the Fire Marshal. In an effort to streamline services, all existing property oversight and inspections are now done in this one division. Fire inspection, fire investigation, public fire education, car seat clinics, smoke detector installations, landlord education, and other proactive programs are also provided through this division.

C. Current Objectives

The overall goal of the project described in this RFQ is to assess the efficiency and effectiveness of the Duluth Fire Department so that the City will be better able to develop a sound vision for the fire services in the future and a plan for achieving that vision. In particular, the city is seeking assistance from a non-biased outside resource that can help fire officials answer the following questions:

1. For a fire department of this size and make-up, what is the appropriate and most effective management structure and functional responsibilities of each management level?
2. How can fire personnel best be utilized given the current and future demand for fire department services and available resources?
3. Within the fiscal constraints of existing budgets, what is the appropriate staffing for each functional area of the department? What if only operational issues are considered?
4. Evaluate the Current EMS program of Duluth Fire and recommend changes that can be made to improve efficiency and services. In addition, evaluate the feasibility of the fire department becoming an advance life support transport department. Will the expected revenues offset the cost of the program? Will this result in improved, more cost effective patient care for the citizens of Duluth?
5. Evaluate the effectiveness of the current fire district and fire station location based on response data and other relevant metrics compared with national norms. What changes in the district or station relocation/consolidation/additions should be considered to become more efficient and meet the future response needs of the community?
6. Evaluate the effectiveness of the fire training program. Make recommendations for improvements where needed.

Scope of Work

A. Project Scope

1. ***Minimum requirements.*** The City of Duluth is looking for a qualified firm to analyze current Fire Department structure, management, and operations and prepare a detailed report with recommendations to the Fire Chief. The city is open to variety of approaches to the study and interested proposers are invited to suggest ways to best accomplish the project goals. Proposers will, however be expected to incorporate the following tasks and activities, at a minimum, into their proposed work plan:
 - a. Interview various staff and officials designated by the City, Including the Mayor, Chief Administrative Officer, Fire Chief, Deputy Fire Chief, Assistant Chief's, Training Chief, Fire Marshal, representatives of the Fire Union, Budget Analyst responsible for the fire budget, and rank and file fire fighters as needed.
 - b. Review adopted budgets, business plans, and applicable organizational charts.
 - c. Present the draft findings that address key questions above to the Fire Chief by December 15th 2011.
 - d. Deliver final report by December 31, 2011 and be available to present findings as requested by the city.
2. ***Comparisons to Other Municipalities and Performance Measures.*** The City is particularly interested in identifying appropriate benchmarks and standards that can be used to measure future performance in the areas identified herein. Proposers are asked to include some method for bench marking Duluth Fire Department activities and results against both those of other comparable, high performing similar municipalities and self selected performance metrics.

B. Final Report and Recommendations

The final report and recommendations should fully address the questions identified in Section II C of this RFQ and include the following:

- An even handed assessment of the effectiveness and efficiency of the Duluth Fire Department
- A balanced discussion describing what the Fire Department is doing well, as well as opportunities for improvement.
- Recommendations that are tailored to the Duluth Fire Department and, realistically, can be implemented given the City's current fiscal and organization environment.
- The final report should also include a clear cost/benefit analysis of any improvement options along with a realistic implementation schedule.
- And, finally, the report should present a method for the City to benchmark its progress in implementing any improvements or changes.

C. Contract Structure

The City is seeking a single provider of these services. Proposers may subcontract a portion of the work, but there must be a single firm identified to serve as the overall project manager and to be accountable for the total work program proposed. All subcontractors must be clearly identified in the proposal and all subcontractor agreements in place at the time of the final contract award. Such agreement must be available for inspection by the City upon reasonable notice.

General Project Requirements

A. Overall Project Management

The successful proposer will be required to work closely with the designated project manager for the City. Similarly, the successful proposer will be expected to identify an individual who will serve as the key contact person and to specify other staff that will perform various tasks. Any substitution of staff during the course of contract must be agreed upon by the City in advance.

B. Non-Biased Reporting

It is important to the City for this report to be seen as a fair, independent, examination of the department. To insure proposers are non-biased, organizations directly affiliated with labor or management organizations will not be considered.

C. Sample Work

Proposers are to provide 3 samples of work that have been done with departments of similar or larger size. At least one of the proposals must be from a department in the State of Minnesota.

D. Project Time Line

The successful proposer will be expected to commence work on the project within ten business days of contract execution by both parties and to complete all work no later than December 31st 2011.

E. Award Requirements

Awards will be made to the most responsive proposal in accordance with the instructions and requirements described herein. The City of Duluth reserves the right to reject any or all proposals or portions thereof.

F. Tax Requirements

Minnesota Statutes, 1990, Section 297A.25, amended in 1992, requires local governments to pay sales tax on many purchases, up to a maximum of 6.5%.

G. Travel Reimbursement Rates

If the city agrees to reimburse expenses as part of any final contract award from this request for proposals, the provisions that follow will apply. The city will pay the successful proposer for mileage cost incurred in the performance of services at the rate currently paid to city employees. All air travel must be authorized by the City Project manager and will be reimbursed at the cost of economy fare. Related food, ground transportation, and lodging expenses will be reimbursed at a rate consistent with the Runzheimer Index. All other allowable expenses will be reimbursed at the successful proposers actual cost. Specific categories of cost to be reimbursed will be discussed as part of the final contract negotiations.

H. Insurance

Where insurance is required, the successful proposer must provide evidence of coverage of the kind and in the amounts requested for the life of the contract and any extension or renewals. Insurance certificates should state that the City of Duluth, its official, employees, agents and representative are Additional insured.



*** Quote for City of Duluth Fire Department *
Management and Operations Study**

The study requested by the City of Duluth is just the kind of work for which TriData was founded 30 years ago. TriData is generally considered to be one of the premier public safety consulting firms in North America. We specialize in performing research and management analysis studies in fire protection, emergency medical services, prevention and public education, emergency management, and homeland security. We are unique in the synergism between our local government studies, which bring ground truth to the research, which brings state-of-the-art information to our local government clients and their particular needs.

TriData has three decades of experience in fire and EMS consulting experience. We have completed over 190 studies for emergency services organizations and excel in efficiency and effectiveness, analyzing fire/rescue and EMS departments, and developing strategic planning documents.

About half of TriData's work is management consulting for local government; the remainder is fire and EMS research on behalf of the federal government. Our Federal government clients have included the U.S. Fire Administration, Federal Emergency Management Agency, CDC Center for Injury Prevention, U.S. Navy Fire and Emergency Services, U.S. Forest Service, Department of Justice, Department of Transportation, and the Department of Interior. Because we perform a wide range of fire and EMS research, TriData brings in-depth, state-of-the-art knowledge of virtually every aspect of fire and EMS management to each study. To our knowledge, no other competitor in fire department consulting does as much research as we do, especially our international research in best practices in fire protection from around the world.

Unbiased Independent Consultant

TriData is an independent consulting firm that is not affiliated with any professional organization, labor union, publisher, or similar organizations. TriData has provided professional public safety consulting in the U.S. and worldwide for 30 years. We pride ourselves in being objective, and focused. Our reports always reflect findings and recommendations that will best serve the citizens of our clients.

Cost Proposal

Our proposed price for this project is **\$78,610**, which includes labor, travel, and other direct charges necessary to conduct the study, produce a final written report, and present the results to whatever audience the city desires. Our proposed price is based on similar work we have done for other fire and EMS studies of similar size and scope. Should the city revise the scope of work presented here with adjustments to our proposed pricing, TriData would be happy to discuss this option.

TriData suggests equal monthly payments spread over the contract period, with 5 percent withheld until the final report is delivered. Monthly installments are due within 30 days of the city's receipt of the appropriate invoice.

LABOR

Task 1: Kickoff Conference Call

Name	Title	Hours	Price
Flippin, Paul	Project Manager	2	
Simpson, Patrick	Deputy Project Manager	2	
Subtotal		4	\$446

Task 2: Collect and Review of Background Materials

Name	Title	Hours	Price
Flippin, Paul	Project Manager	8	
Simpson, Patrick	Deputy Project Manager	12	
Weisner, Markus	GIS/Research Analyst	4	
Argabright, Maria	Project Support	4	
Subtotal		28	\$2,884

Task 3: Initial Site Visit and Triage of Issues

Name	Title	Hours	Price
Flippin, Paul	Project Manager	32	
Simpson, Patrick	Deputy Project Manager	32	
Subtotal		64	\$7,134

Task 4: Population Growth, Risk, and Demand Analyses

Name	Title	Hours	Price
Flippin, Paul	Project Manager	8	
Simpson, Patrick	Deputy Project Manager	16	
Weisner, Markus	GIS/Research Analyst	40	
Subtotal		64	\$5,434

Task 5: Review Management and Organization

Name	Title	Hours	Price
Flippin, Paul	Project Manager	40	
Simpson, Patrick	Deputy Project Manager	40	
Subtotal		80	\$8,917

Task 6: Inter-Jurisdictional Comparisons and Benchmarking

Name	Title	Hours	Price
Simpson, Patrick	Deputy Project Manager	12	
Horbale, Erin	Research Analyst	40	
Subtotal		52	\$4,075

Task 7: Station Location Analysis

Name	Title	Hours	Price
Flippin, Paul	Project Manager	4	
Simpson, Patrick	Deputy Project Manager	16	
Weisner, Markus	GIS/Research Analyst	40	
Subtotal		60	\$4,967

Task 8: Review Fire and EMS Operations

Name	Title	Hours	Price
Flippin, Paul	Project Manager	40	
Simpson, Patrick	Deputy Project Manager	40	
Weisner, Markus	GIS/Research Analyst	8	
Horbale, Erin	Research Analyst	8	
Subtotal		96	\$10,037

Task 9: Review Fire Prevention

Name	Title	Hours	Price
Flippin, Paul	Project Manager	24	
Subtotal		24	\$2,799

Task 10: Review Support Services (Fleet Management)

Name	Title	Hours	Price
Simpson, Patrick	Deputy Project Manager	20	
Subtotal		20	\$2,126

Task 10: Review Support Services (911/Dispatch)

Name	Title	Hours	Price
Simpson, Patrick	Deputy Project Manager	20	
Subtotal		20	\$2,126

Task 10: Review Support Services (Training)

Name	Title	Hours	Price
Flippin, Paul	Project Manager	20	\$2,332
Subtotal		20	\$2,332

Task 10: Review Support Services (Information Technology)

Name	Title	Hours	Price
Simpson, Patrick	Deputy Project Manager	30	
Subtotal		30	\$3,189

Task 11: Draft Report

Name	Title	Hours	Price
Schaenman, Philip	Corporate Oversight	8	
Flippin, Paul	Project Manager	24	
Simpson, Patrick	Deputy Project Manager	40	
Argabright, Maria	Project Support	20	
Subtotal		92	\$10,549

Task 12: Final Report and Presentation

Name	Title	Hours	Price
Schaenman, Philip	Corporate Oversight	4	
Flippin, Paul	Project Manager	8	
Simpson, Patrick	Deputy Project Manager	24	
Argabright, Maria	Project Support	16	
Subtotal		52	\$5,826

Total Labor	706	\$72,841
--------------------	------------	-----------------

TRAVEL & OTHER DIRECT COSTS

Description	Price
Airfare	\$2,444
Hotel	\$1,544
Per diem	\$1,096
Car rental	\$347
Copying & Reproduction	\$337
Total Travel & ODCs	\$5,769

Total Cost	\$78,610
-------------------	-----------------

Timeline

If awarded this contract, TriData will be prepared to commence work on the project within 10 business days of contract execution by both parties, and will be committed to completing all work no later than December 31, 2011.

Important assumptions for staying on schedule for this effort are that at least one calendar year of CAD data will be available in digital format in a timely manner, the review and comment period on the draft report will be coordinated by the city's project coordinator with the review comments sent to TriData in one consolidated document.

Insurance

TriData is prepared to meet the City of Duluth's insurance requirements. System Planning Corporation is currently insured by Chubb/The Federal Insurance Company and Chubb Group of Insurance Company. If awarded a contract, a Certificate of Insurance will be provided to the City prior to commencing any work under this project. The Certificate of Insurance will state that the City of Duluth, its official, employees, agents and representative are Additional Insured.

Contact Information

TriData is co-located with our parent company, System Planning Corporation, in Arlington, VA, which is where the scope of services to be completed for this study (i.e., review of background materials, conduct necessary analyses, development of draft and final reports, etc.) will be performed. Our contact information is as follows:

TriData Division, System Planning Corporation
3601 Wilson Boulevard, 5th Floor
Arlington, VA 22209
(703) 351-8300 main
(703) 351-8383 fax

TriData's president, Philip Schaenman, is authorized to negotiate and contractually bind TriData into any agreement with the city. The proposed project manager for this effort, Patrick Simpson, is available to answer any questions on any of the technical information provided in our proposal.

Philip Schaenman
President, TriData Division
(703) 351-8300
pschaenman@sysplan.com

Patrick Simpson
Senior Program Manager, TriData Division
(703) 351-8335
plsimpson@sysplan.com