

From: [Andrew Grant](#)
To: [Jamie Justice](#); aroberts@huntersville.org
Cc: [Tyler Beardsley](#)
Date: Tuesday, February 12, 2019 6:27:14 PM

Jamie/Anthony - FYI: Just wanted to pass along that CPSM has stated that if you are both active ICMA members, then the \$15,000 fee would be reduced by 10%. Please let me know if we can provide any additional information as your respective boards consider this. Thanks!

Andrew Grant
Town Manager
Town of Cornelius
704-892-6031 x 172
www.cornelius.org

From: [Andrew Grant](#)
To: [Jamie Justice](#)
Cc: [Tyler Beardsley](#); [Andrew Grant](#)
Date: Monday, February 4, 2019 2:55:01 PM
Attachments: [DOC020319-02032019152512.pdf](#)
[DOC020319-02032019152629.pdf](#)

Jaimie,

Per our discussion, please find attached the scope (due to file size, it is in two attachments) we discussed that includes a Cornelius-specific study of staffing & capital, plus a potential add-on of studying consolidation with the Huntersville and Davidson departments. To save you some time, I've highlighted the consolidation sections. As you know, the Center for Public Safety Management will perform a deep dive analysis of call data for each department to understand what service levels could be in addition to informing what capital needs/savings may be for a merged department. CPSPM will provide objective feedback and recommendations on a potential consolidation.

Cornelius will not begin any portion of the study until we know if Huntersville and Davidson are moving forward with the consolidation piece, so thanks for taking this to your Board as quickly as possible. Ideally, we'd like to start the study in February. Please let me know if there are any questions or if I can provide further information.

Thanks!

Andrew Grant, ICMA-CM
Town Manager
Town of Cornelius
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From: [Tyler Beardsley](#)
To: aroberts@huntersville.org; [Jamie Justice](#); [Andrew Grant](#)
Date: Thursday, March 7, 2019 1:39:52 PM
Attachments: [Davidson Fire-Analysis-Proposal 24 Jan 19.pdf](#)
[Huntersville Fire-Analysis-Proposal 24 Jan 19.pdf](#)

Jamie and Anthony,

We asked Tom Wieczorek from CPSM to break out the fire consolidation scope from Cornelius' scope that included the full evaluation of the FD & PD. This way there is no confusion about what Huntersville and Davidson is possibly agreeing to. I have attached these scopes. Please let me know if you need anything else.

Tyler Beardsley
Assistant Town Manager/Public Works Director
Town of Cornelius
O: 704.892.6031 ext 127
C: 704.746.4962

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From: Thomas Wieczorek [mailto:twieczorek@cpsm.us]
Sent: Thursday, March 7, 2019 12:49 PM
To: Tyler Beardsley <tbeardsley@cornelius.org>
Subject: RE: Consolidation Study

There you go; I believe I sent all three contracts earlier?

From: Tyler Beardsley <tbeardsley@cornelius.org>
Sent: Friday, March 1, 2019 1:18 PM
To: Thomas Wieczorek <twieczorek@cpsm.us>
Cc: Andrew Grant <Agrant@cornelius.org>
Subject: RE: Consolidation Study

Tom, anything update on this? Thanks

Tyler Beardsley
Assistant Town Manager/Public Works Director
Town of Cornelius
O: 704.892.6031 ext 127
C: 704.746.4962

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From: Tyler Beardsley
Sent: Wednesday, February 27, 2019 12:45 PM
To: Thomas Wieczorek <twieczorek@cpsm.us>
Subject: Consolidation Study

Hey Tom,

Do you mind separating the Cornelius PD/FD study and consolidation study into separate proposals? Huntersville and Davidson would like a proposal that is specific to the consolidation study since that is all they are participating in. Thanks

Tyler Beardsley
Assistant Town Manager/Public Works Director
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C: 704.746.4962

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From: [Andrew Grant](#)
To: [Jamie Justice](#)
Date: Monday, February 18, 2019 12:57:54 PM

Jamie – We got feedback below on why the cost is the same for you and Huntersville. Please see below. Again, it would be \$15,000 less 10%. Please let me know if you guys have further questions or need any more info. Thx. Andrew

From: Tyler Beardsley
Sent: Monday, February 18, 2019 12:52 PM
To: Andrew Grant <Agrant@cornelius.org>
Subject: FW: Public Safety Analysis

See below.

Tyler Beardsley
Assistant Town Manager/Public Works Director
Town of Cornelius
O: 704.892.6031 ext 127
C: 704.746.4962

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From: Thomas Wiczorek [<mailto:twiczorek@cpsm.us>]
Sent: Monday, February 18, 2019 12:11 PM
To: Tyler Beardsley <tbeardsley@cornelius.org>
Subject: RE: Public Safety Analysis

Good morning,

Sorry about the delay; have been traveling for 16 days and just got home.

The reason that the data costs (\$15,000) are the same is that is what we have found it costs us to do the data analysis and report – regardless of city size. Unless the city has dozens of fire stations (like one we are doing in San Diego County), it takes us nearly the same amount of time to download the information, quantify it, and put it into a presentation. The software systems we have developed largely calculate the times so there are not significant cost differences in that portion. Where the difference does occur is in how many team members we have to send into the field (if they were doing a full-blown analysis like we proposed for you). In that case, the SME's are costly, they must be lodged, and travel costs are involved.

Tom

From: Tyler Beardsley <tbeardsley@cornelius.org>
Sent: Monday, February 18, 2019 11:34 AM
To: Thomas Wieczorek <twieczorek@cpsm.us>; Andrew Grant <Agrant@cornelius.org>
Subject: RE: Public Safety Analysis

Tom, Just following up on this. Thanks

Tyler Beardsley
Assistant Town Manager/Public Works Director
Town of Cornelius
O: 704.892.6031 ext 127
C: 704.746.4962

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From: Tyler Beardsley
Sent: Thursday, February 14, 2019 1:51 PM
To: 'Thomas Wieczorek' <twieczorek@cpsm.us>; Andrew Grant <Agrant@cornelius.org>
Subject: RE: Public Safety Analysis

Hey Tom,

In discussing with Davidson, they asked about how the pricing was calculated. Their main concern/comment is the Davidson has a population of just over 10,000 and Huntersville is around 60,000. Davidson's thinking is being so much smaller shouldn't have to pay as much as Huntersville that is so much larger. Can you let us know how the pricing is developed for these type of projects?

Tyler Beardsley
Assistant Town Manager/Public Works Director
Town of Cornelius
O: 704.892.6031 ext 127
C: 704.746.4962

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From: [Bo Fitzgerald](#)
To: [Jamie Justice](#)
Date: Thursday, February 21, 2019 9:52:40 AM

Sent from my iPhone

Begin forwarded message:

From: "Dotoli, Jim" <jdotoli@huntersvillefd.com>
Date: February 20, 2019 at 17:41:21 EST
To: Anthony Roberts <aroberts@huntersville.org>, Bo Fitzgerald <bfitzgerald@townofdavidson.org>
Subject: Meeting Fire Study

Anthony

I have been talking with the Davidson Fire Chief Bo Fitzgerald over the study that was performed in 2013 including there department. Bo and I where wondering if you and the town manager from Davidson would maybe like to discuss the study done prior to investing any Huntersville or Davidson town money in a second study.

If you do looking at our CFD schedule would you have any time on:
March 7th,12th or 14th.

--

*Fire Chief
Jim Dotoli Jr
Huntersville Fire Department
P.O Box 471
Huntersville Nc 28070
(704)875-3563*

From: [Andrew Grant](#)
To: [Anthony Roberts](#)
Cc: [Tyler Beardsley](#); [Jamie Justice](#)
Date: Thursday, March 14, 2019 1:09:30 PM
Attachments: [Huntersville Fire-Analysis-Proposal 14 March 19.pdf](#)
[Davidson Fire-Analysis-Proposal 14 March 19.pdf](#)

Anthony and Jamie – Please find attached the revised proposals with corrected costs. Thx. Andrew

From: Andrew Grant
Sent: Friday, March 08, 2019 2:58 PM
To: Anthony Roberts <aroberts@huntersville.org>
Cc: Tyler Beardsley <tbeardsley@cornelius.org>; Jamie Justice <jjjustice@townofdavidson.org>
Subject: Re: Consolidation Study

It's an error in this last version that we noticed yesterday. Tyler has already asked for revised versions to reflect the \$13,500 cost. Will forward when we have it. Thx.

Andrew Grant, ICMA-CM
Town Manager
Town of Cornelius
704-892-6031 x 172
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On Mar 8, 2019, at 2:24 PM, Anthony Roberts <aroberts@huntersville.org> wrote:

Originally it was \$15k with a 10% reduction for ICMA. Now it is \$15k which already includes 10% reduction. Am I reading this incorrectly? Tyler/Andrew, do I need to call and give them shit or can you guys communicate with them? I don't like them changing midstream. Thanks!

Ant

From: Tyler Beardsley <tbeardsley@cornelius.org>
Sent: Thursday, March 7, 2019 1:40 PM
To: Anthony Roberts <aroberts@huntersville.org>; Jamie Justice <jjjustice@townofdavidson.org>; Andrew Grant <Agrant@cornelius.org>
Subject: FW: Consolidation Study

Jamie and Anthony,

We asked Tom Wiczorek from CPSM to break out the fire consolidation scope from Cornelius' scope that included the full evaluation of the FD & PD. This way there is no confusion about what Huntersville and Davidson is possibly agreeing to. I have attached these scopes. Please let me know if you need anything else.

Tyler Beardsley

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C: 704.746.4962

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C: 704.746.4962

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Sent: Wednesday, February 27, 2019 12:45 PM
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Subject: Consolidation Study

Hey Tom,

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Tyler Beardsley
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O: 704.892.6031 ext 127
C: 704.746.4962

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From: [Bo Fitzgerald](#)
To: [Jamie Justice](#)
Date: Monday, February 18, 2019 10:21:34 AM
Attachments: [image002.png](#)

Thanks, Jamie – I'll be available before management team on Wednesday if you would like to discuss. I guess my question is this – Are there issues with the fire service provided in town that I'm not seeing? If so, we probably need to sit down and talk. Otherwise, I recommend that we leave this thing alone. I said before that if there are ways to improve the service to our taxpayers in a manner that is more cost efficient, I'm all ears. And I don't want to seem like I'm being territorial when it comes to our fire department. But I personally don't see how it would be practical to put any amount of money – not even a little bit – toward this study. This is a Cornelius initiative that was, based on everything I've been told, created because of communication issues between the Cornelius town administration / board and the Cornelius-Lemley Fire Department. Being such, if they want to conduct a study on how the departments can more effectively work together, they should be the ones to fund it. It is my belief that any practical advantage for the Town of Davidson that is gained by the consolidation of fire service would be grossly offset by the administrative, political, and logistical challenges that would occur. We already work extremely well with our neighboring departments, and operationally, we operate largely as one. From my perspective, this takes us down a road which opens up a can of worms that will not benefit our citizens at all. There are better things we could spend \$13,000 on.

These are my thoughts. As I said, I'd be happy to discuss.

Bo

Reuben B. Fitzgerald,
Fire Chief, Davidson Fire Department
PO Box 579
Davidson, North Carolina 28036
Mobile: 704-437-6743
Office: 704-940-9624



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From: Jamie Justice <jjustice@townofdavidson.org>
Sent: Sunday, February 17, 2019 4:41 PM

To: Bo Fitzgerald <BFitzgerald@townofdavidson.org>

Subject: FW: Fire Dept. Consolidation Study

Chief, can you look this over and let's talk this week. I finally looked at it. It is \$13,500 for us to participate, more than I was hoping to spend, Andrew is asking them if they can give us a better price. Thanks.

Jamie Justice
Town Manager
Town of Davidson
P.O. Box 579
216 S. Main Street
Davidson, NC 28036
704 892-7591
704 940-9618 (direct)
704 892-3971 (fax)
jjustice@townofdavidson.org
www.townofdavidson.org



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From: Andrew Grant <Agrant@cornelius.org>

Sent: Monday, February 4, 2019 2:54 PM

To: Jamie Justice <jjustice@townofdavidson.org>

Cc: Tyler Beardsley <tbeardsley@cornelius.org>; Andrew Grant <Agrant@cornelius.org>

Subject: Fire Dept. Consolidation Study

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moving forward with the consolidation piece, so thanks for taking this to your Board as quickly as possible. Ideally, we'd like to start the study in February. Please let me know if there are any questions or if I can provide further information.

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