



North Dakota Legislative Council

Prepared for the Emergency Response Services Committee
 LC# 27.9185.01000
 February 2026

REQUEST FOR PROPOSALS AND PROPOSAL RESPONSE - FIRE SERVICE REGIONAL RESPONSE MODEL

This memorandum provides information regarding proposals submitted in response to the Emergency Response Services Committee's request for proposals (RFP) ([appendix](#)) for consultant services related to the committee's study of evolving fire service operational and response needs of the state.

REQUEST FOR PROPOSALS

On February 6, 2026, the Legislative Council issued an RFP for consulting services to assist with the committee's study of evolving fire service operational and response needs of the state. Proposals were due to the Legislative Council office by February 20, 2026. As identified in the RFP, the consultant's assistance with the study was to review the evolving fire service operational and response needs of the state by conducting an examination of the:

1. Coordination of efforts of existing state resources for improved fire emergency service organization, distribution, mobilization, training, and oversight.
2. Creation of fire service regional response teams.
3. Establishment of authority for response, standardized training, wildland-urban interface fire prevention codes, and emergency response operational initiatives and responsibilities.
4. Existing staffing abilities to cross-train, and provide further services, backfill during extended or complex emergencies, minimum training requirements, staff firefighting authorities, firefighting benefits, necessary equipment, and structural needs.
5. Identification and implementation of a restructuring of financial support for state and local fire service in North Dakota, reducing the dependency on local property tax.
6. Changes necessary to state laws and administrative rules to implement a unified model.

SUMMARY OF RESPONSES TO THE REQUEST FOR PROPOSALS

One consultant proposal was submitted in response to the RFP for consultant services. The following table provides a summary of the information contained in the proposal, including the consultant profile, key personnel, scope of work, and the total cost:

Consultant	Matrix Consulting Group
Consultant profile	Matrix Consulting Group is a management consulting firm dedicated to providing quality analytical, evaluation, support, and training assistance to local governments. Since the company was founded in California in 2003, Matrix Consulting Group has collaborated with over 1,800 government agencies, conducted cost-of-service and management studies, and offered recommendations on operational improvements and cost recovery.
Key personnel	<p>The Matrix Consulting Group team includes:</p> <ul style="list-style-type: none"> • Robert Finn - Fire and Emergency Medical Services Practice Lead, Vice President/Project Manager • Terry Lewis - 40 years of fire and emergency medical service and consulting experience, Manager/Lead Analyst

Consultant	Matrix Consulting Group
Scope of work	<ul style="list-style-type: none"> • Khushboo Ingle - Experience in operational audit engagements focusing on reviewing organizational, staffing, and internal processes to enhance services, Vice President/Lead Financial Analyst • Peter Vielehr - Specializes in data analytics and geographic information systems (GIS) analysis, Senior Consultant/GIS/Data Analyst • Chris Goessl - Experience in GIS, data analysis, and emergency services leadership, Consultant/Project Analyst • James Bouziane - 25 years of experience leading, managing, and providing vision and direction to the fire service, Consultant/Project Analyst • Brian Reese - 25 years of service with a township fire department, Consultant/Project Analyst • Madison Dixon - Completed over 20 cost-of-service studies for clients across the United States, Senior Consultant/Financial Analyst <p>March 2026</p> <ul style="list-style-type: none"> • Kick off the project and conduct meetings with key personnel. • Develop a thorough understanding of issues and expectations of all key parties to the study. <p>April 2026 - Early May</p> <ul style="list-style-type: none"> • Conduct onsite and virtual interviews to gather input from stakeholders responsible for coordinating state resources and from any regional groups that provide fire protection services when a declared fire is in effect. • Evaluate state resources by developing an inventory of existing state resources. • Use GIS technology to develop regional zones aligned with the needs of the state. • Examine state laws to establish clear authority for emergency response at the local, county, and state levels. • Research the existing staffing abilities of emergency services to cross-train and provide services during extended or complex emergencies. <p>May - Early June 2026</p> <ul style="list-style-type: none"> • Analyze the financial impact of the improvements needed to develop the regional response model. • Identify potential funding options and sources, conduct a cost-benefit analysis of the recommended changes, and develop a phased plan to budget for and implement the necessary emergency response system improvements. • Develop a list of any changes necessary to state laws or administrative rules to implement a unified emergency response model in North Dakota. <p>June 2026</p> <ul style="list-style-type: none"> • Draft a report which combines the analytical steps and interim deliverables into one document.
Total cost	\$163,500