ATTACHMENTS

CITY OF SHEBOYGAN

COMMITTEE OF THE WHOLE MINUTES

MONDAY, DECEMBER 12, 2016

Chair Joe Heidemann called the meeting to order at 6:00 p.m. The Pledge of Allegiance followed.

ALDERPERSONS PRESENT: Chair Joe Heidemann, Alderpersons: John Belanger, Bryan Bitters, Jim Bohren, Mary Lynne Donohue, Roman Draughon, Mark Hermann, Susan Holzschuh, Scott Lewandoske, Andrew Schneider, Bill Thiel, Rosemarie Trester, Todd Wolf - 13.

ALDERPERSONS EXCUSED: Mike Damrow, Job Hou-Seye, Tammy Rabe - 3.

STAFF/OFFICIALS PRESENT: Mayor Michael Vandersteen, City Administrator Darrell Hofland, Finance Director Nancy Buss, Fire Chief Michael Romas, Police Chief Christopher Domagalski, Director of City Planning and Development Chad Pelishek, Fire Lieutenant Chase Longmiller.

MINUTES

Motion by Alderperson Wolf, seconded by Alderperson Donohue to approve the minutes from October 3, 2016 meeting.

PUBLIC FORUM

Henry Nelson spoke.

ITEMS FOR DISCUSSION AND POSSIBLE RECOMMENDATION TO THE COMMON COUNCIL

Res. No. 144-16-17 by Alderperson Donohue. A Resolution adopting the City of Sheboygan 2017-2021 Strategic Plan.

City Administrator Darrell Hofland provided a PowerPoint presentation on the City of Sheboygan 2017-2021 Strategic Plan. After the Common Council adopted revised mission, vision and core values in April 2015, a community survey was provided to the public in July 2016. The survey was to provide public input on a variety of topics to be used as a basis for developing a strategic plan. Six strategic goals that advance the mission and vision were identified: Quality of Life, Infrastructure and Public Facilities, Economic Development, Neighborhood Revitalization, Governing and Fiscal Management and Communication. The Strategic Plan includes the above mentioned goals as well as specific actions and tasking that support the goals and move the City toward our vision for the future. The actions and tasks are linked to the city budget and Five Year Capital Improvement Plan. Progress will be tracked through regular reporting as part of the City's annual budget process.

A motion was made by Alderperson Wolf, seconded by Alderperson Donohue to recommend approval to the Council. Motion carried. All Alderpersons present voted Aye.

Discussion for Sheboygan Fire Department Master Plan.

Chief Romas spoke on the FIRE 2020 Plan. The plan was researched and prepared by the Sheboygan Fire Department Chief and Command Staff. The plan recommends to remain at five stations for sustained rapid response times. The approved 2017 City of Sheboygan budget restores the three Firefighter/Paramedic positions left open in the 2016 budget. It also adds a Battalion Chief on a 40-hour week in charge of Inspection/Prevention/National Fire Incident Reporting System. Recommendation for 2018 is for three additional firefighters and one Battalion Chief on 40-hour week and in 2018 add three additional firefighters. Fire Lt. Chase Longmiller as Union representative was asked by the Council if he would work with Chief Romas to put together their best plan and report back at the next Committee of the Whole meeting.

Discussion on procedure for submitting documents to Council.

Chairman Heidemann put this item on the agenda because he feels there are too many documents going to committee or to council with only one signature on it. He feels there should be at least one more signature per document.

NEXT MEETING DATE: Wednesday, December 21, 2016

ADJOURN. A motion was made by Alderperson Wolf, seconded by Alderperson Donohue to adjourn at 7:22 p.m.

CITY OF SHEBOYGAN
REQUEST FOR COMMITTEE OF THE WHOLE CONSIDERATION

ITEM DESCRIPTION: Resolution to authorize consulting services related to performance of an Operational and Departmental Structure Study of the Sheboygan Fire Department as directed by the City of Sheboygan Common Council.

REPORT PREPARED BY: Bernie Rammer, Purchasing Agent

REPORT DATE: December 19, 2016 **MEETING DATE:** December 21,2016

FISCAL SUMMARY:

Budget Line Item:	N/A
Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statutes:	N/A
Municipal Code:	N/A

BACKGROUND / ANALYSIS:
This Resolution authorizes the purchasing agent to enter into a contract for consulting services with the firm of Fitch and Associates of Platte City, MO for the performance of an Operational and Department Structure study of the Sheboygan Fire Department as directed by the Common Council in Resolution # 72-16-17.

STAFF COMMENTS:
As directed by the Common Council, the Purchasing Agent prepared and issued a Request For Proposals to consulting firms having significant experience working with public safety agencies. The proposals were split into two distinct phases to give the Common Council some latitude in award of a contract with respect to potential fiscal constraints.

Six proposals were received on November 10, 2016 and independently reviewed by a team comprised of the Fire Chief, Deputy Fire Chief, Assistant Fire Chief, the Battallion Chief(s), the City Administrator and the Purchasing Agent. By design, this review was performed in a cost neutral fashion. The review team subsequently met and reviewed the findings and ultimately identified the top proposal which in the opinion of the team best satisfied all of the requirements including methodology to be used, experience, staff credentials and adherence to the stated specifications. The team next reviewed the cost proposals submitted by the vendors.

Rank	Firm Name & City	Phase I Cost	Phase II Cost	Total Cost
1	Fitch & Associates, Platte City,MO	$ 39,995.00	$ 19,995.00	$ 59,990.00
2	Berkshire Advisers, Bay Village, OH	$ 64,500.00	$ 16,640.00	$ 81,140.00
3	Emergency Service Consulting, Wilsonville, OR	$33,707.00	$ 15,252.00	$ 48,959.00
4	McGrath Consulting Group, Wonder Lake, IL	$ 26,975.00	$ 24,725.00	$ 51,700.00**
5	Matrix Consulting Group, Edwardsville, IL	$ 16,220.00	$ 42,480.00	$ 63,500.00 including travel
6	RW Management Group, Waukesha, WI	$ 38,500.00	$ 20,000.00	$ 58,500.00

** McGrath proposed a **deduction of $ 15,500.00** if both Phase I and Phase II are commissioned together,

It also bears mention that the Fire Chief has proposed that the Sheboygan Fire Department ought to seek additional accreditation from the Center for Public Safety Excellence (CPSE) and that the study, as proposed, includes many essential elements to help achieve the aforementioned accreditation. CPSE costs were estimated at $10,000 per year for three years or $30,000 total.

The attached resolution authorizes the purchasing agent to enter into a contract for consulting services with the firm of Fitch and Associates, Platte City, MO for the performance of an Operational and Department Structure study of the Sheboygan Fire Department as directed by the Common Council in Resolution # 72-16-17 (attached for reference).

The Operational and Department Structure Study was not budgeted in the 2017 Fire Department budget. A transfer of funds will be identified by the City Administrator at a later date.

ACTION REQUESTED:
Motion to recommend Common Council approval of the Resolution to authorize entering into contract with Fitch and Associates of Platte City, MO for professional services related to the performance of a Operational and Department Structure Study having a Phase I cost of $39,995 and a Phase II cost of $19,995 for a total combined cost of $59,990.

ATTACHMENTS:

I. Fitch & Assoc. Proposal

VII

5.2

R. C. No. 265 - 16 - 17. By PUBLIC PROTECTION AND SAFETY.
December 5, 2016.

Your Committee to whom was referred Res. No. 129-16-17 by Alderperson Thiel authorizing the Purchasing Agent to enter into contract for professional services related to performance of an Operational and Departmental Structure study for the Sheboygan Fire Department; recommends that the documents be referred to the Committee of the Whole with no recommendations.

C.O.W

Billy A Thiel

Roxanne Trentlage

Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated_____ 20____. _____, City Clerk

Approved_____ 20____. _____, Mayor

III

4.4

Res. No. 129 - 16 - 17. By Alderperson Thiel. November 21, 2016.

A RESOLUTION authorizing the Purchasing Agent to enter into contract for professional services related to performance of an Operational and Departmental Structure study for the Sheboygan Fire Department.

WHEREAS: With the passage of Res. No. 72-16-17, the Common Council directed that the purchasing agent prepare and issue a request for proposals for performance of an operational and departmental structure study of the Sheboygan Fire Department and;

WHEREAS: Six proposals from firms having the necessary qualifications were received and reviewed by a team consisting of the Fire Chief, Assistant Fire Chief, Deputy Fire Chief, several Battalion Chiefs, the City Administrator and the Purchasing Agent and;

WHEREAS: In addition, the Request for Proposals was structured in such a way as to account for the items suggested by the Fire Chief as 'Phase I" and the additional items in the detailed in the resolution as "Phase II", should the Council decide to split the project due to fiscal or other constraints.

WHEREAS: The Fire Chief has also gone on record with a plan to seek additional accreditation for the Sheboygan Fire Department and has indicated that a number of tasks identified in this project are also required components of an endeavor to seek accreditation.

PP+S
refer to C.O.W
with no recommendation

RESOLVED: That the Purchasing Agent is hereby authorized to enter into contract with the firm recommended by the Public Protection and Safety Committee for a Phase I (and Phase II) Operational and Departmental Structure Study.

BE IT FURTHER RESOLVED: That the appropriate City Officials are hereby authorized to draw orders on an account which has not yet been identified in payment of same.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

10 November 2016

Response to Request for Proposals

City of Sheboygan
spirit on the lake.

OPERATIONAL CONSULTING AND FIRE DEPT. STRUCTURE REVIEW

CITY OF SHEBOYGAN, WISCONSIN

Prepared by:

FITCH & ASSOCIATES
2901 Williamsburg Terrace #G ▪ Platte City ▪ Missouri ▪ 64079
P: 816.431.2600 ▪ F: 816.431.2653
www.fitchassoc.com

CONSULTANT PROPOSAL

FITCH
& ASSOCIATES

10 November 2016

Bernard R. Rammer
Purchasing Agent, City of Sheboygan
828 Center Avenue, Suite 2015
Sheboygan, WI 53081

Dear Mr. Rammer:

Fitch & Associates (*FITCH*) is pleased to respond to your Request for Proposal for an Operational Consulting and Departmental Structure Review.

We have reviewed the RFP and incorporated your specific needs into this submission and have organized the information requested for clarity. The *FITCH* team recognizes the importance of this project to the City and Department and will objectively assess and benchmark the performance, structure, functions, and current and optimized station locations with the City limits and/or response areas. With respect to fire/rescue station locations, we will identify implementable opportunities for operational and organizational efficiency, effectiveness, improvement, and long-term sustainability based on modern best practices, community growth, and the unique characteristics of the community. We understand that these efforts must identify opportunities for improvement, including considerations for national recommendations such as NFPA 1710. Activities will include a combination of quantitative, qualitative, and GIS analyses. Finally, where applicable, our analysis will compare, contrast and compliment previous studies such as the IAFF geospatial study so that policy can be established in full transparency.

Our firm is uniquely qualified to submit this response and perform the work required. Our lead fire practitioner, Dr. Steven Knight retired from St. Petersburg Fire & Rescue, FL, a three-time accredited and ISO Class 1 Department. Fitch & Associates has provided similar planning and analysis services for major cities and emergency service agencies throughout its 30-year history. Fitch & Associates has served over 1,000 clients in all 50 states and in 12 countries. Our team has wide ranging technical expertise and Wisconsin specific experience.

We appreciate the opportunity to submit this response and look forward to talking with you more about how we can provide you superior services and value.

Warm regards,

Joseph (Jay) Fitch, PhD
Founding Partner

2901 Williamsburg Terrace Suite G ■ PO Box 170 ■ Platte City, MO 64079 ■ Office: (816) 431-2600 ■ Fax: (816) 431-2653 ■ www.fitchassoc.com

FIRE DEPARTMENT OPERATIONAL AND STRUCTURE REVIEW
CITY OF SHEBOYGAN, WI

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A – Curriculum Vitae's

EXPERIENCE AND QUALIFICATIONS

Organizational History

Fitch & Associates, LLC is a Limited Liability Company. *FITCH* was established as a corporation in 1984 and converted to a Limited Liability Company in 1996. The Firm is located in Platte City, Missouri, a suburb of Kansas City. As the founding partner, Dr. Jay Fitch is authorized to execute any agreement on behalf of the firm. Our physical mailing address and my contact information is:

Jay Fitch, PhD
Fitch & Associates, LLC
2901 Williamsburg Terrace
Suite G, Box 170
Platte City, Missouri 64079
Telephone: (816) 431-2600
Facsimile: (816) 431-2653
jfitch@emprize.net

This location is both the servicing office and the only office location for Fitch & Associates, LLC. *FITCH* was initially established as a corporation converted to a limited liability company in 1996. It is wholly owned by the Emprize Group, LLC. The majority interest in The Emprize Group, LLC remains with the three founding *FITCH* partners.

As proposed, there are no joint ventures and all consultants work exclusively for Fitch & Associates.

Fitch & Associates Federal Employer Identification Number (EIN) is 43-1780744.

Throughout its 30-year history, *FITCH* has earned credibility by implementing innovative customized solutions in both the public safety and healthcare arenas. The Firm has consulted with nearly 1,000 communities in all 50 U.S. states and in 12 countries.

Projects have ranged from objective reviews, analysis and system design issues, communications system design, productivity, and enhancement studies to detailed operational, financial, and transition management services including standards of covers and consolidation studies.

The Firm specializes in Public Safety consulting. Founded by Joseph J. Fitch, PhD. in 1984, partners Richard A. Keller (retired) and Christine M. Zalar joined the Firm in 1985. The principals have managed and developed some of the most innovative emergency service systems in the World. Two additional partners were named in 2013 from among the firm's key staff members.

In addition to its partners, *FITCH* has full-time Senior Associates, research, and support staff members. *FITCH* regularly utilizes more than half a dozen independent consultants that are content

and technical experts. Many of our independent contractors have been affiliated with the Firm for a number of years.

These combined resources provide expertise on matters as diverse as organizational psychology, accounting, economics, healthcare administration, public information and education, marketing research, emergency medicine, fire service administration, law enforcement, safety management and "Just Culture" concepts.

Comparable Contracts

Nearly every fire-based project completed has analyses for the optimization of staffing, deployment, station locations, and resource allocation based on current conditions and projected growth. In addition, it is customary to provide comparative analyses to national best practices and standards such as NFPA, CFAI, and ISO. Multiple references are provided in the references section of this response.

However, with respect to the size and complexity of the agency, the scope of work, and/or specific experience, the following contracts are provided for your convenience:

Burnsville Fire Department – Fire Department Audit (2 Stations)
2014 City of Burnsville, MN – Fixed Price Agreement

Holly Springs Fire Department – Fire Master Plan / Standards of Cover (3 Stations)
2015/2016 Town of Holly Springs, NC – Fixed Price Agreement

St. Petersburg Fire & Rescue – Data, GIS, and Station Location Assessment (14 Stations)
2016 City of St. Petersburg, FL – Fixed Price Agreement
(Accredited Class 1 Agency)

Volusia County Fire Rescue– Data, GIS, and Station Location Assessment (Approx. 35 Career Stations)
2016 Volusia County, FL – Fixed Price Agreement

Clallam County Fire Protection District #3 – Fire Protection Study (3 Career and 4 Volunteer Stations)
2016 Clallam County Fire Protection District #3, WA – Fixed Price Agreement

Bonita Springs Fire & Rescue Control District – Station Location Study (6 Career Stations)
2016 Bonita Springs Fire & Rescue Control District, FL – Fixed Price Agreement

Guilford County Emergency Services– Fire Master Plan (46 Stations – Career and Volunteer)
2016 Guilford County, NC – Fixed Price Agreement

Oakland Park Fire Department – Fire Protection Study (3 Stations)
2016 City of Oakland Park, FL – Fixed Price Agreement

Waukesha County, WI – Fire Feasibility Study (Approx. 20 Combination Stations)
2016 – 13 Municipalities for Feasibility for Enhanced Shared Services – Fixed Price Agreement

Greater Burnsville Area, MN – Shared Services Study (Approx. 12 Stations)
2014/15 – Four Municipalities Partners for a Feasibility Study for Enhanced Shared Services

Qualifications of the *FITCH* Team

FITCH's specific strengths for this project are centered in the ability to objectively conduct research, manage multiple project priorities and blend both expert and local resources while building support for the outcome. Our key strengths include talented and experienced consultants, time-tested methods, quality teamwork, timeliness, and the ability to provide tangible results.

Talent – Each project is managed by a *FITCH* partner who is responsible for bringing together the specific resources necessary to meet the client's needs. Staffing for this project involves six team members. Team members have been selected for their specific areas of expertise that match the requirements of this project.

Time-Tested Methodologies – *FITCH's* experience and that of the individual consultants involved represents an unparalleled base for the tasks at hand. We have worked with more than 1,000 clients including local, state and federal government agencies; municipal and volunteer fire departments; ambulance services and hospitals.

Teamwork – Throughout its history, *FITCH* has stayed true to its core values by accomplishing projects using a collaborative approach. This approach offers high levels of involvement for system participants without compromising the independent or objective nature of the project.

Timeliness – *FITCH* is known for producing its work on or before the scheduled completion date and within budget. Timeliness also involves consultant access and response times. Both are as important in consulting, as they are in emergency services.

Tangibles – Tangible results in consulting mean developing solutions addressing the client's needs and providing recommendations that are implemented. *FITCH* is well known for developing innovative solutions to complex issues. Our recommendations and tangible work products have been implemented with greater frequency than those of any other national public-safety consulting firm.

Members of the *FITCH* project team are highly qualified academically with some serving as faculty members at leading educational institutions. Most importantly, *FITCH* has real-world experience managing large urban services across the nation and a track record of content-specific consulting. Each of the firm's partners and the project director proposed for this project has extensive

emergency services management experience of more than 30 years. The commitment of top-level resources underscores the importance *FITCH* places on this project team.

FITCH has routinely undertaken projects over the last three decades similar in scope to that proposed by the Department. *FITCH* has reviewed systems and processes for nations, states, provinces, regions, and individual departments. Most of our recommendations are implemented due to our real-world approach, matching both the desired outcome with the clear realities in each system.

A project with this level of complexity requires a focused approach by each member of its team. Dr. Steven Knight will ensure the coordination of teams and provide overall leadership resulting in a comprehensive study, completed on time and within budget.

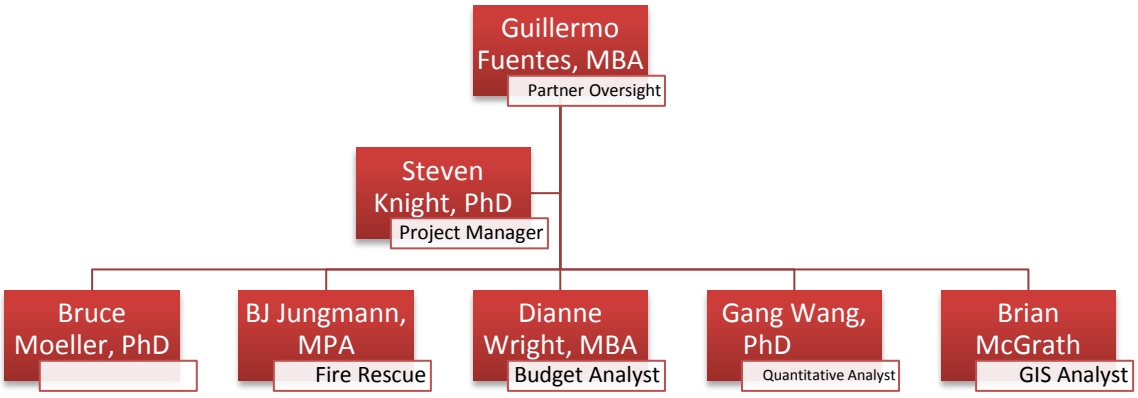
The *FITCH* team will be divided into the following project categories with each category having a specific lead based on areas of expertise:

Figure 1: Projects and Team Members

PROJECT CATEGORIES	TEAM MEMBERS	GEOGRAPHIC LOCATION
Oversight & Governance	Guillermo Fuentes, MBA - Partner	Niagara Falls, Ontario
Project Lead	Chief Steven Knight, PhD	Asheville, NC
Fire/EMS Consultants	Chief Steven Knight, PhD Chief BJ Jungmann Chief Bruce Moeller, PhD	Asheville, NC Burnsville, MN St. Petersburg, FL
Finance	Dianne Wright, MBA	Reno, NV
Quantitative Analyses	Gang Wang, PhD	Miami, FL
Geographic Information Systems	Brian McGrath President and CEO of CAD North	Niagara Falls, Ontario

A hierarchal organization chart of the *FITCH* team is provided for your convenience below:

Figure 2: FITCH Team Organizational Chart



The following biographical profiles highlight the expert qualifications this team brings to Sheboygan Fire's Project.

Project Team Members

Guillermo Fuentes – Partner. Guillermo Fuentes MBA has 25 years of emergency services experience that spans multiple public safety services and jurisdictions. He has held executive positions for more than a decade being named Deputy Chief of Montreal (Canada) EMS in 1999, Montreal EMS is the 5th largest municipal ambulance service in North America answering over 300,000 calls for service, while in Montreal he was responsible for overseeing 1100 field employees. One of his core duties was to manage a 118-person communication center. He subsequently served as Deputy Chief of EMS for Niagara EMS and was responsible for building and staffing a new communications center. He led both center through their NAED accreditation process.

Mr. Fuentes subsequently served as the Chief Administrative Officer for the Niagara Regional Police Service. In this role he was responsible for Information Technology, Human Resources, Records, Communication Center, Fleet and other administrative duties including the finance function. As CAO he also served as the CFO overseeing a 150 million dollar operating budget.

Mr. Fuentes worked with Fitch & Associates on a part time basis for eight years and joined the firm full time in 2011. He routinely is involved in complex projects. His ability to move between field operations, dispatch centers and administrative functions - applying statistical analysis to real life situations makes his contribution to projects both complete and practical. He holds a Masters

Certificate in Management from Tulane University and a Masters in Business Administration from Aspen University.

Chief Steven Knight (Ret.), PhD, Senior Associate – Project Lead. Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He has served as a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence (CPSE). He has also served as a team leader and peer assessor for the Commission on Fire Accreditation International (CFAI) and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dr. Knight holds a PhD from the University of South Florida in curriculum and instruction and a minor in research and measurement, a master's degree in public administration from Troy University and a bachelor's in Fire & Safety Engineering from the University of Cincinnati. Chief Knight is also a graduate of and prior approved faculty for the Executive Fire Officer Program (EFO) through the U.S. Fire Administration, Federal Emergency Management Agency. Knight is an accredited Chief Fire Officer (CFO) through the Center for Professional Credentialing. Knight also served as an adjunct professor at St. Petersburg College and the State College of Florida in their Fire Science and Public Safety Administration Programs, is the former program director for Emergency Medical Services at the Manatee Technical Institute, and is an affiliate faculty with the University of Central Florida's College of Medicine.

Bruce J. Moeller, PhD – Senior Consultant. Dr. Moeller joined the firm earlier this year. He most recently served as Executive Director for Safety & Emergency Services in Pinellas County, Florida and as Interim Chief of Staff for the County. Pinellas County is a community of almost 1 million residents, his areas of responsibility include 9-1-1, EMS &Fire Administration, Justice & Consumer Services, Radio & Technology, Emergency Management and Animal Services. Prior to his current role, Dr. Moeller served as city manager in Sunrise, Florida. Moeller's background includes 30+ years of public safety service, culminating as Chief of Department for several fire-rescue agencies, including Broward County, Florida.

Dr. Moeller is active in fire service and public management organizations, having served in committee and leadership roles for the International City County Management Association (ICMA), National Fire Protection Association (NFPA), and International Association of Fire Chiefs (IAFC). He is also an active member of the International Chiefs of Police (IACP).

Dr. Moeller has an undergraduate degree from Western Illinois University and a Master's in Public Administration from Northern Illinois University. He received his Doctor of Philosophy from Florida Atlantic University, a state university, where he remained teaching undergraduate and graduate courses in public administration, management, labor relations, and organizational theory. He is a

frequent speaker and author, and has contributed to the *Disaster Management Handbook* published in 2008 by Taylor & Francis and ICMA's *Managing Fire Rescue Services* published in 2012.

Chief BJ Jungmann, MPA – Senior Consultant – Fire / EMS.
BJ Jungmann brings over 16 years of Fire and EMS expertise with experience in career, combination and volunteer fire departments. He currently holds the position of Fire Chief for the City of Burnsville, Minnesota. He has experience as a front line staff member up through an agency administrator in both public and private EMS service delivery models. BJ has also shared his knowledge and talents through a variety of teaching and regional collaborative opportunities.

BJ earned an Associates Degree from Century College in Paramedic Technology. He then earned his Bachelor of Science from American Military University in Fire Science Management. He has also earned an MPA from Hamline University in St. Paul, Minnesota. He is currently completing the Executive Fire Officer Program through the National Fire Academy.

Gang Wang, PhD – Senior Consultant - Data Analyst. Dr. Wang has completed more than sixty emergency service operational analyses using data-driven analytical techniques to determine the most efficient organizational and operational structures. Gang has a PhD in Industrial Engineering from Wayne State University and a Master's degree in Management Information Systems from Chongqing University. Previously, Dr. Wang worked for the Center for Public Safety Management and the International City/County Management Association.

Dianne G. Wright, MPA – Governmental Financial Project Coordinator. Ms. Wright is the former Assistant Director of Fire-Rescue Services in Miami-Dade County, Florida. In that capacity for 10 years, she was the senior staff executive and Chief Financial Officer for one of the nation's largest and progressive fire-rescue departments. Ms. Wright enjoyed a 17-year career with Metro-Dade County. Her previous assignments were as the Division Chief for Finance/Public Services in the Public Works Department and as a Budget Analyst for the Office of Management and Budget.

In January 1998, Ms. Wright began consulting on a full time basis and has been affiliated with FITCH for fire and EMS projects since that time. She also independently served as a consulting staff member to the Governor's Financial Oversight Board for the City of Miami and consults in the area of business processes and performance improvement.

Brian McGrath – Senior Consultant – GIS and Mapping Analyst. Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years experience in Information Systems management and development in the public safety industry including 10+ years Business and Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation life-cycle. He is an experienced

software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.

Complete resumes and/or CVs are provided as addenda.

Specific Expertise of the *FITCH* Team

Fitch & Associates are in a unique position to have several decades worth of expertise in both managing fire and emergency medical services and consulting. All of our fire and EMS consultants spent their career within the services so we understand how to best balance operational concerns within the broader context of city management and fiscal reality. For example, Dr. Knight has served with the Commission on Fire Accreditation International (CFAI) as a peer assessor, peer team leader, and technical advisor for approximately 10 years.

After a career's worth of leading fire and EMS agencies, Dr. Moeller served as both City Manager and as the Assistant County Administrator over public safety services. Therefore, our team strikes a unique balance that has proven successful in navigating clients through the requisite operational concerns as well as the fiscal and political environment. One of *FITCH'S* greatest strengths is providing objective, high quality, data-based decision models so that the policy group can establish policy in a full transparency and accountable to the community.

In addition, *FITCH* has considerable expertise in ambulance billing, rate structures, and compliance management.

The *FITCH* team will utilize nationally recognized guidelines and criteria including the National Fire Protection Association (NFPA) recommended standards, CFAI, and Insurance Services Office (ISO) schedules, federal and state mandates, as well as generally accepted practices within the emergency services.

FIRM EXPERIENCE & REFERENCES

In addition to the intuitive strengths derived from leadership in the emergency services field and more than three decades of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

FITCH is uniquely qualified to conduct Sheboygan's Fire Protection Study. For example, *FITCH* is currently developing Standards of Cover (station location and staffing) analyses for the City of Chico, California; Town of Holly Springs, NC; Clallam County Fire District 3, WA, and Joliet, IL.

FITCH specializes in public safety consulting and has direct experience with assignments similar to yours. We have experience with large systems that have the political and operational complexity of multiple service providers such as Pinellas County, FL; Contra Costa County, CA; Highlands County, FL; Guilford County, NC, Lake County, FL; and Waukesha County, WI.

In addition, *FITCH* has experience with large single agencies such as Dallas, TX and Hong Kong, China.

Below are several projects that demonstrate our experience working in public fire agencies.

Pinellas County, Florida

In late 2012, Pinellas County turned to *FITCH* after multiple previous consultancies left the county without implementable solutions for its 18 fire service agencies and primary ambulance contractor. *FITCH* was retained to evaluate previous deployment models suggested by other consultants, the impact of those models on both EMS response and fire suppression capabilities and to identify an optimal plan. Pinellas is a highly effective system that has sophisticated fire first response and a countywide ambulance transport service. The challenge was the system is not fiscally sustainable. *FITCH* used sophisticated deployment modeling to find $6.9 million in efficiencies while modernizing the approach on response to low acuity calls. This new model responds in a superior way to the population by using the right resource for the right service request. The Board of Supervisors approved the report and directed staff to implement. A copy of the report may be downloaded at www.pinellascounty.org/emsstudy/pdf/Fitch-Report-Pinellas-July-2013-final.pdf.

The contact for this project is Craig Hare, MBA, Interim Executive Director of Public Safety Services, Pinellas County. He can be reached at 727-464-3835 or chare@co.pinellas.fl.us.

The relevance of the Pinellas project is the engagement involved a detailed assessment and future oriented planning process for an emergency response system with implications for both EMS and fire operations. Pinellas has a population of 900,000+ with multiple barrier islands with adverse hurricane/weather factors. It demonstrates the Firm's ability to successfully work in an adversarial climate between the county, municipal fire agencies and a private provider to improve the system.

Contra Costa County, California

In Contra Costa County the *FITCH* team conducted a comprehensive analysis of both fire and EMS services. Each agency was evaluated separately and associated synergies were described. These studies included reviewing all aspects of the operations from dispatch thru administrative functions. The *FITCH* team proposed multiple options for both agencies and some common objectives to both agencies.

The contact for this project is Tim Ewell Senior Deputy County Administrator, County of Contra Costa. He can be reached at 925-335-1036 or Timothy.Ewell@cao.cccounty.us.

Direct relevance is that this project involved working with multiple stakeholders to determine efficiencies and effectiveness in a complex environment.

City of Chico, California

The City of Chico contracted with the firm to complete a Standards of Cover and Strategic Planning process. *FITCH* was retained to facilitate the establishment and adoption of risk-based deployment strategies. The review will identify and quantify risk and provide the operational and fiscal impacts to alternatives to the current service delivery model that best aligns risk, demand, and resource allocations. This project will be completed by October 2016.

The contact for this project is Interim Fire Chief William Hack. He can be reached at 530-897-3400 or bill.hack@chicoca.gov.

The project demonstrates the firm's experience with Standard of Response Coverage Development.

Snohomish Fire District #7, Washington

FITCH was contracted to complete a Standards of Cover process for the Fire District. *FITCH* was retained to facilitate the establishment and adoption of risk-based deployment strategies. The review will identify and quantify risk and provide the operational and fiscal impacts to alternatives to the current service delivery model that best aligns risk, demand, and resource allocations.

The contact for the Fire District is Battalion Chief Ryan Lundquist, project manager/accreditation manager. He can be reached at rlundquist@snofire7.org.

The project demonstrates the firm's experience with Standard of Response Coverage Development and strategic planning efforts.

City of Burnsville, MN

The City of Burnsville, MN was the point agency in a five-city shared services study. The participating cities were the Cities of Burnsville, Eagan, Savage, West St. Paul, and South St. Paul. The Cities of West and South St. Paul entered into a Joint Powers Agreement (JPA) forming the South Metro Fire Department that pre-dated the shared services study.

Two of the fire departments were career departments, one department was entirely volunteer, and one of the departments were a combination of volunteer and duty-crews from 8 am to 4 pm Monday through Friday. In addition, the Cities of West and South St. Paul were not of contiguous jurisdiction with the other participating agencies.

Overall, the study demonstrated that the cost to benefit ratio did not support the formation of an independent fire district at this time. In addition, three different JPA models were evaluated that ultimately found one JPA model that would be mutually beneficial to the region. However, the agencies were provided a framework for long-term success and regional consolidation by including additional regional partners that would assist in more equitably sharing the costs for services, providing similar service levels, and contiguous jurisdictions for seamless and borderless service delivery.

The contact for this project is BJ Jungmann, Fire Chief, City of Burnsville, MN. He can be reached at 952-895-4570 or BJ.Jungmann@ci.burnsville.mn.us.

The relevance of the Burnsville project is to demonstrate that we have expertise in evaluating the feasibility of enhanced cooperative efforts. In addition, this project demonstrates the ability to work with volunteer, combination, and career departments in designing the most operationally and fiscally efficient service delivery models. Finally, this project also demonstrates that Fitch is willing to honestly and candidly demonstrate when mergers are not in the best interest of the participating agencies.

Dallas Fire Department, City of Dallas Texas

FITCH was retained by the City of Dallas to assist in its resolution of complex litigation. Subsequently, the Department retained the firm to develop a documentation-training program for its 1,000+ workforce. The firm provided a high level summary of future trends for response systems and evolution of paramedicine to assist the department's leadership in formulating future strategies. In 2014, the City again retained the firm to conduct a comprehensive review of its communications center and develop a department-wide strategic plan for the enhancement of the EMS services it provides.

The contact for the City is Assistant Chief Norman Seals, Dallas, Texas Fire Department. He can be reached at 214-670-4925 or Norman.seals@dallascityhall.com.

This relevance of this project is that it demonstrates the firm is able to manage complex projects for major cities that vary widely in scope. Specifically, this project demonstrates expertise in strategic planning and fire department based EMS deployment strategies.

City of Vancouver Fire Department, Vancouver, WA

FITCH was retained to complete a review of the City's EMS program and its relationship with the County and EMS District 2. The City made the decision to withdraw and not participate in the upcoming ambulance transport procurement prior to the consultation. In determining the optimal structure for the system, *FITCH* developed a strategy approved by both agencies to reverse roles and have the City lead the procurement process enabling the enhancements the City sought but preserving the economic advantages of procuring a single transport provider and maintaining service availability throughout the City and County. The firm subsequently analyzed coverage requirements, prepared detailed specifications and conducted a national procurement process.

The contact for this project is Chief Joe Molina. He can be reached at 360.487.7201, by cell at 360.553.5385, or Joe.Molina@cityofvancouver.us.

The relevance of the Vancouver procurement project is the engagement demonstrates the breadth of our consulting practice, familiarity with a labor environment and our ability to work with multiple agencies with divergent objectives.

Richmond Fire and Rescue Service, City of Richmond, Virginia

In 2012, the City contracted with *FITCH* to develop a comprehensive fire master plan for Virginia's capital city. The project scope involved a detailed assessment of current operations and administrative functions including the scope of service delivery (i.e., suppression, special operations, EMS, rescue, etc.); Standard of Cover (distribution, reliability); work schedule/platoon structure; station locations, and facilities/equipment replacement requirements. The scope also included developing an optimized resource deployment plan, staffing and apparatus changes for both fire and EMS first response capacity and other changes that will provide for more effective utilization of resources.

The Contact for this project is Fire Chief Robert Creecy. He can be reached at 804-646-5451 or Robert.Creecy@Richmondgov.com.

The relevance of the Richmond project is the ability to objectively document departmental performance, recommend innovative approaches, and conduct the project collaboratively with City staff making nearly 60 improvement recommendations to be considered for implementation over a multi-year period.

Additional client references, case studies, and testimonials are available on the firm's website at www.fitchassoc.com.

Fitch & Associates' Methodology and Plan

Recognizing that each community is unique - our analysis of the City's fire service functions, operations, finances and community expectations must be completed with due regard for local characteristics.

Figure 3: Review Components

This local awareness is balanced with a comprehensive review methodology that incorporates recognized objective benchmarks and international best practices. That information is turned into actionable recommendations incorporating both pros and cons of service delivery changes.

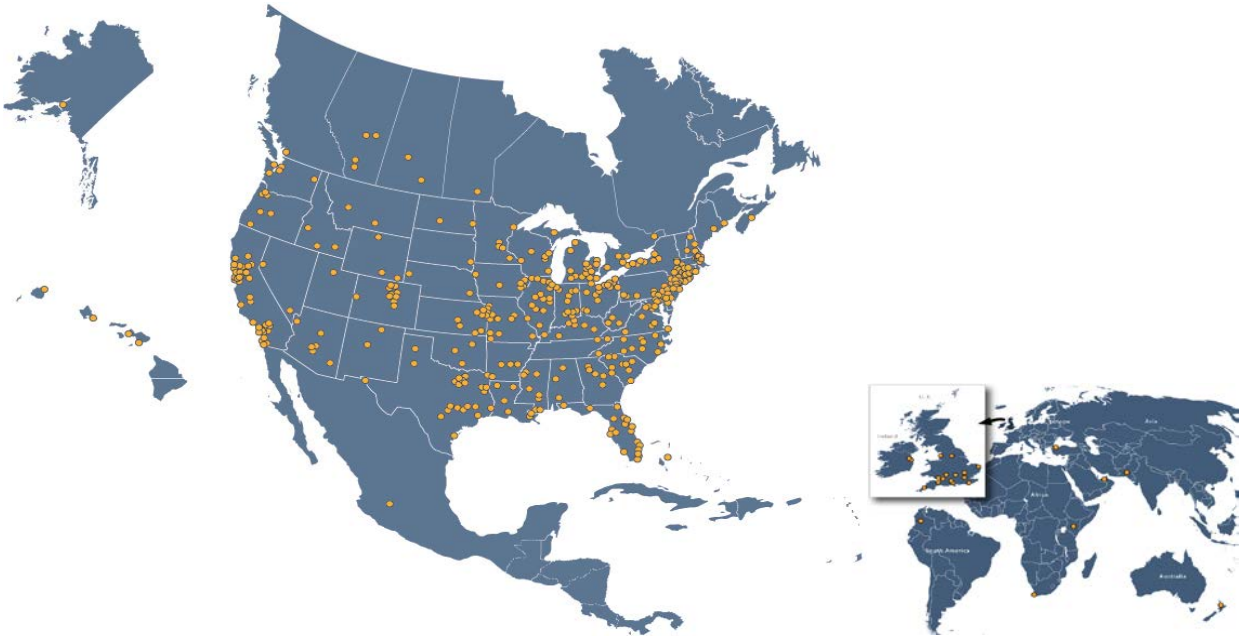
Fitch & Associates (*FITCH*) has over 30 years consulting experience and is internationally recognized as a leader in emergency services development. The project team's leadership has Wisconsin specific experience. The proposal that follows describes why *FITCH* is best suited to tackle the issues and objectives requested.

In order to appropriately tackle each of these complex issues in a meaningful, yet cost effective manner, *FITCH* has put together a multidisciplinary team that combines a senior officer for each service line with a partner to review each one of the areas required. *FITCH* has assigned a partner on the project that will have overarching responsibility to meet the expectations of the Department.

Introduction & Methodology

FITCH is pleased to present a robust response to the City's request for proposals. In over three decades of consulting, our experience spans the globe in evaluating and developing emergency service agency plans. We have worked with over 1,000 clients across all 50 states and 12 countries.

Figure 4: Fitch Client Locations



We have reviewed your request and have analyzed supporting documents. The Consultant's role is to objectively evaluate the organizational and operational efficiency for all fire department operations, management, functions, staffing, station locations, and deployment strategies. This evaluation will include a review of any current studies, such as the IAFF Geospatial and Staffing Analysis.

We propose a team of experts in municipal leadership, fire protection, and emergency medical services to assess performance and explore options for the Department to operate within funding limitations while preparing for the agencies' future service delivery in an operationally effective, efficient, and sustainable manner that is aligned with the specific community risks and expectations for service.

FITCH is uniquely suited for this project. We have reviewed emergency service systems and developed staffing and deployment plans for over 30 years. We have taught multiple approaches for fire and EMS deployment models for more than a decade as part of the Communications Center Manager's (CCM) program and the Ambulance Service Managers program (ASM) we conduct under the auspices of the International Academies of Emergency Dispatch (IAED) and the American Ambulance Association, respectively. We have served as a resource for detailed reports on emergency services and are a Strategic Partner of the International City and County Management Association (ICMA).

PHASE I

Project Initiation and Development of Work Plan

The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work teams. At the kick-off meeting an overview to the approach of the project will be provided. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items outlined in the RFP and provide an opportunity to refine any specific objectives related to each service area or objective.

Specifically, the following elements will be confirmed:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each objective to be completed
- Method of evaluating results
- Resource identification
- Identify obstacles or problem areas associated with the accomplishment of each task

Acquisition and Review of Background Information

FITCH will submit an Information Data Request (IDR) that the Department will typically complete within 30 days of project initiation. As a data-driven analysis, the following sources of information have been pre-identified.

- Department RMS Data
    - Department Incident Reporting RMS
    - Department Patient Care Reports (if separate)
    - Department Inspection/Permitting Records
    - Department Pre-fire Planning Records
- Public Safety Answering Point (PSAP)
    - Three Years of Raw CAD Data
- Economic Development / Planning (or equivalent)
    - Identified Planning Areas
    - Projected Growth
    - Census Data
    - Anticipated Annexations
    - Zoning
    - Land Use Plans
- Facilities and Apparatus
    - Access and Observation
    - RMS or Database with maintenance records
    - Replacement Schedules

- Fiscal Services
    - City Budget
    - Fire-Rescue Budgets
    - Capital Improvement Plans
    - Revenue and Taxing Information
    - Grants - Current or Anticipated
- City/Department GIS
    - Station Territories (Shape files)
    - City Boundaries
    - Insurance District Boundaries
    - Major Transportation
    - Critical Infrastructures
    - Growth Boundaries
- County/Department Human Resources
    - Payroll
    - Staffing
    - Scheduling
- Miscellaneous Documents
    - Automatic/Mutual Aid Agreements
    - Contractual Documents for External Services
    - Department Policies and Procedures
    - Strategic Planning Documents
    - Standards of Coverage Document
    - Previous Studies and/or Research

This list is not intended to be all-inclusive as the unique environment in the City of Sheboygan may require the addition or deletion of required information.

Stakeholders Input

During the project initiation and/or first on-site visit, personal interviews will be scheduled with the following key stakeholders to ensure that the *FITCH* team has a comprehensive understanding of the City's and Department's background, goals, expectations, and critical issues.

- City Manager
- Elected officials (as directed by City Manager)
- Fire Chief
- Fire Department Leadership Team
- Labor's Executive Board (as appropriate)

Evaluating Station Locations

Facility Locations

Analyses at the station level will determine the appropriateness of the fire station locations in relation to the risk identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk will be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number of risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level and/or department level performance and capabilities will be illustrated utilizing GIS mapping and quantitative analyses presented in tabular form. Examples of similar analyses are presented for your review and convenience.

Marginal Utility of Optimized Resource Allocation

We utilize a proprietary marginal utility model to engage communities in their understanding of the balance between response time performance, the community's willingness to assume risk, and the costs associated with comparative service levels. In this transparent dialogue, community policy can be clearly derived that meets the best balance between community expectations for service, costs, and outcomes.

Therefore, in each community at any given response time objective (Minutes), an optimal number of fixed facility fire station locations are identified. Many communities have sited their fire station locations for a wide variety of reasons with the least of them being a specific performance objective. The concept that "faster is always better" passes the common sense test, but in most communities there is a marginal benefit or marginal return on fixed cost investments that may not be providing the desired return on investment. These analyses and continued dialogue with the community provide for a transparent and accountable method to best meet community expectations for service.

In the following example, this community has two fire stations and was meeting their desired performance (minutes). However, the first fire station can capture 97.46% of all of the calls in the community from the current location within the desired performance level. In this case it was eight (8) minutes travel time. The second station only added 0.3% improvement in coverage. A quantitative analysis, such as typically presented in an annual report or Standards of Cover, would report the aggregate performance at 8 minutes 90% of the time, but fall short of illustrating the diminishing return on investment of the second fire station's contribution at a constant fixed cost for each fire station. Please see the figure below.

Figure 5: Example of the Marginal Utility and Optimization of Fire Station Locations

Station Rank in Contribution to System	Existing Station Number	Station Capture	Total Capture (Cumulative)	Percent Capture (Cumulative)	Contribution to the System
1	Station 2	4,562	4,562	97.46%	97.46%
2	Station 1	14	4,576	97.76%	0.3%

Similar results are found in larger jurisdictions as well. In this second example, the community has a total of 19 stations. While several factors, such as potentially transitioning from volunteer services, influence the results, the fact remains that the system could accomplish the desired performance with a total of six (6) stations in comparison with the current capital footprint of 19 facilities. It is important to note that the relative contribution to improved performance from the seventh (7^{th}) station through the 19^{th} station was approximately 6%. Please see figure below.

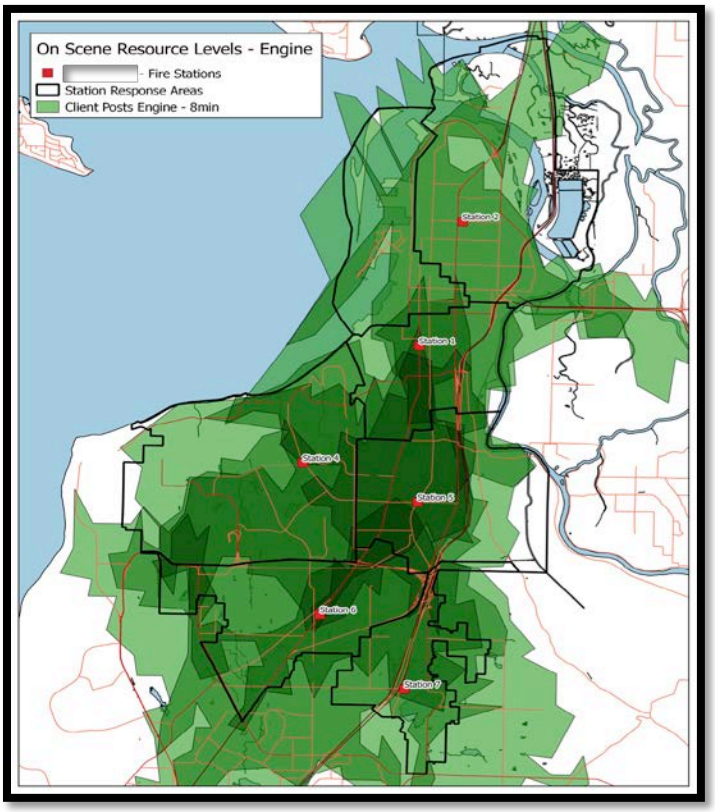
Figure 6: Example of the Marginal Utility and Optimization of Fire Station Locations

Rank	Station Number	Class	Station Capture	Total Capture	Percent Capture
1	F9	U	23431	23431	45.92%
2	E5	U	7937	31368	61.48%
3	E1	U	7856	39224	76.88%
4	E7	U	4723	43947	86.14%
5	E4	U	1308	45255	88.70%
6	F39	U	989	46244	90.64%
7	F24	U	734	46978	92.08%
8	F29	U	418	47396	92.90%
9	E3	U	393	47789	93.67%
10	F41	U	359	48148	94.37%
11	E2	U	262	48410	94.88%
12	F2	U	222	48632	95.32%
13	F30	U	217	48849	95.74%
14	F33	U	149	48998	96.03%
15	F45	U	126	49124	96.28%
16	F25	U	107	49231	96.49%
17	F1	U	10	49241	96.51%
18	F18	U	5	49246	96.52%
19	E6	U	3	49249	96.53%

Our approach to optimizing the fire station locations and utilization is determined by the desired service level and capabilities from each of the facilities. Since an optimal number of facilities exist, some communities may be able to consolidate stations, some may currently have the optimal number of facilities, and some may need additional facilities to meet the desired service levels. However, this analysis is the only method to identify the diminishing return or marginal utility of resource allocation as quantitative analyses alone will not identify "overlapping" predetermined

response areas. For example, in the following GIS mapping, this illustrates the degree to "overlapping" or redundancy of station coverage areas. The darker the shading the more units are able to cover the same area within the desired performance level. Please see the figure below.

Figure 7: Illustration of Overlapping Station Response Capabilities



Analyze Need for New Stations or Identify Opportunities for Consolidating Existing Stations

All previous efforts as outlined in this scope of work will flow seamlessly to identify the need for new stations as well as identify opportunities to consolidate existing stations. The major elements that will contribute to this analysis are the risk assessment, historical demand, workload, system reliability, and geographic limitations of the jurisdiction.

As an objective data-based firm, we let the data resonate with the policy makers, and then design the system that best meets the competing demands of balancing the community's tolerance for risk and their expectations for service with the desire or capability to pay for preparedness.

All results will be provided in both tabular form as well as through GIS mapping. The following two maps are provided as examples of our objectivity for system design. In the first example, the agency has seven (7) EMS stations with a desired performance level that far exceeds current performance.

In this example three years of historical data were analyzed and the optimal station locations were posited. The agency would have to increase from seven (7) stations to 10 stations in order to meet the desired performance. In contrast, the fire services for our example agency has 17 fire stations and could cover 90% of their calls within the desired timeframe within 10 minutes with six (6) stations.

The City will be provided the latitude and longitude coordinates of recommended locations. The GIS mapping for these two examples are provided as Figures 8 and 9 below.

Analyses for Optimal Station Placement

In addition to the previous analyses that leveraged existing station locations for optimal system design, this analysis will recommend optimal station placement without consideration of the existing facilities. Of course, stations that are appropriately sited would continue to be utilized, but this analysis doesn't include any existing assumptions. The value to this process is to validate existing locations as well as provide the City and Fire staff an optimized footprint to include in strategic and capital improvement planning for the future.

Figure 8: Example of Need for Additional Stations and Optimized Locations

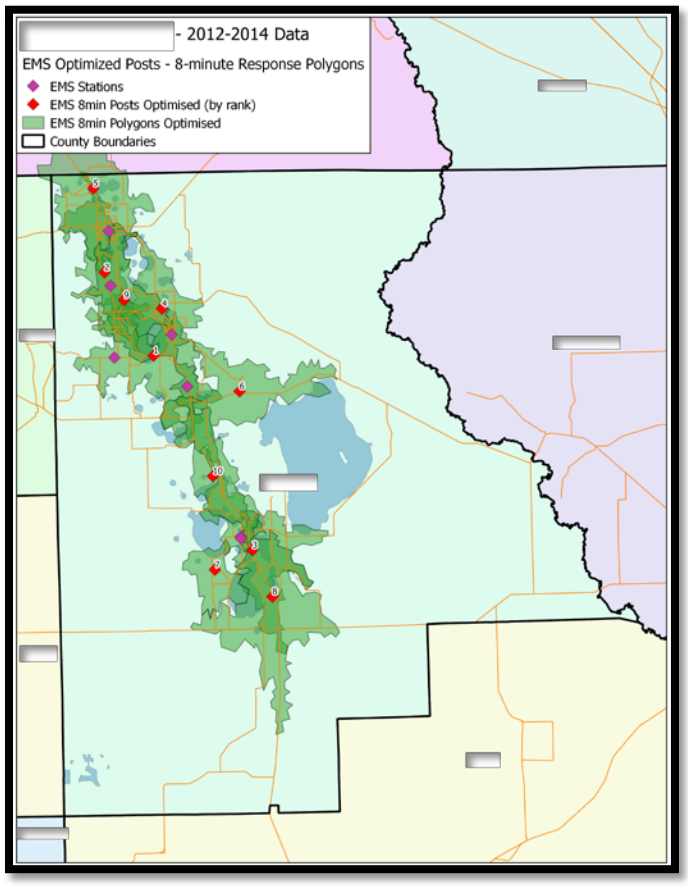
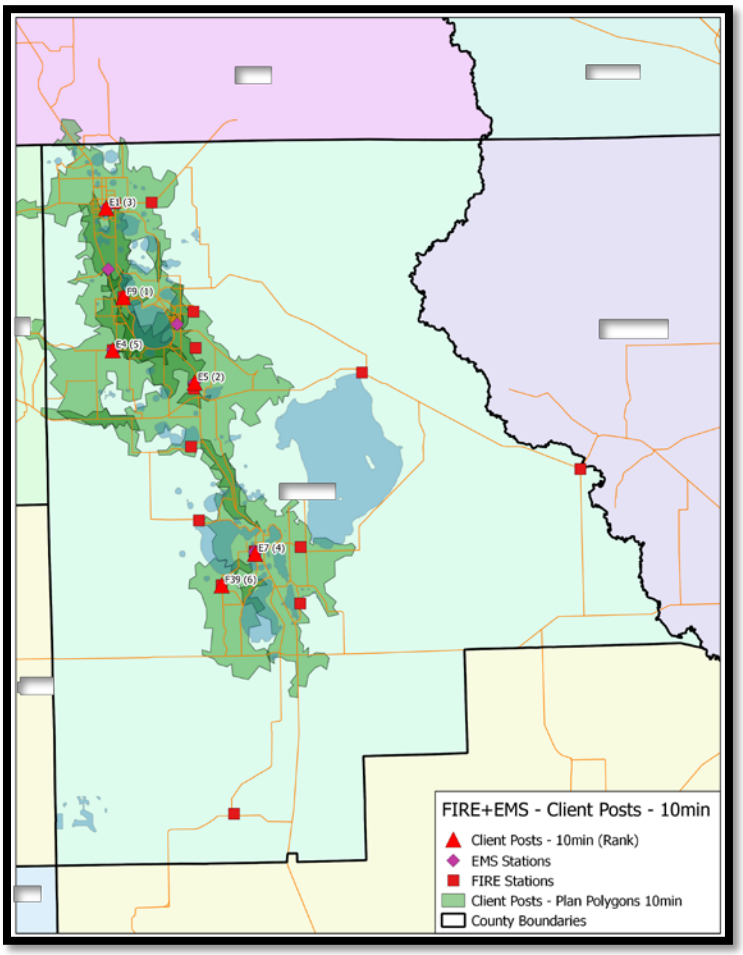


Figure 9: Example of Consolidated Stations



Evaluation of Mutual, Auto, and Reciprocal Aid Agreements

Station capabilities will be evaluated as the status quo and through a systems approach. Therefore, in a systems approach, all auto and mutual aid agreements, as well as municipal capabilities, will be evaluated for the most efficient and effective service delivery for the citizens and the most cost effective for the City.

Opportunities to Align with NFPA 1710 Recommendations

With regards to the deployment strategies recommended by NFPA 1710, a comparison between a NFPA 1710 model and an optimized deployment model will be provided to the City and Department. This analysis will identify any potential opportunities for improved efficiencies between the two strategies and all costs and performance will be demonstrated. The *FITCH* team will discuss the pros and cons of the two models with the Client. The Client will determine the most desirable approach to best meet community expectations, policy commitments, and fiscal realities. Once determined, the analysis will continue to design the system based on local policy.

Similarly, a brief summary that compares and contrasts with the IAFF Geospatial and Staffing Study with the findings of this study will be provided in an effort to provide full objectivity and transparency as appropriate.

Medical First Responder

In tiered or integrated systems, a synergistic relationship is created when designed well and performing as designed. However, as variables affecting the performance of one program area (Fire or EMS) change there is typically a ripple effect experienced by the other program area. At times these dynamic changes in the system performance can shift costs between programs and potentially impact performance capabilities such as system reliability, time on task, and response time.

Detailed analyses will be completed to evaluate the correlation between these programs with respect to response time performance standards, current performance, reliability of each program, and any existing deficiencies. Specifically, the relationship between the response configuration and response time performance will be evaluated to maximize the clinical, operational, and economic efficiency between the programs.

Projected Community Development and Growth

Empirical research concerning the incidence of fire has been correlated with population density and socioeconomic status. United States Census data and community development data will be utilized to make future projections concerning population growth and/or density. Analyses of land use plans, annexation plans, urban growth boundaries, and anticipated changes in community demographics, socioeconomic status, or population will be profiled in preparation of translating community changes to changes in demands for services. Projections will be generated to guide the City and Department into the future. Similarly, a historical review of growth for the previous three years will be utilized to demonstrate the rate and scope of growth in the community as well as the impact to demand for services.

Impacts of Rural Characteristics on Service Delivery (If Any)

US Census data will be utilized to map the City's population density to identify urban and rural densities (if appropriate). In addition, historical demand for services will be mapped as well to illustrate the frequency of incidents across the urban/rural areas. Quantitative data will be utilized to demonstrate current performance by population density and station area as well as utilize GIS planning assessments to determine the response capabilities.

Historical performance and GIS modeling will guide either the validation or adoption of performance objectives by population density with the option of differentiated performance. The marginal utility

analysis will guide a transparent discussion on service capabilities and the associated costs by population density.

Analysis of Historical Demand and Current Response Areas

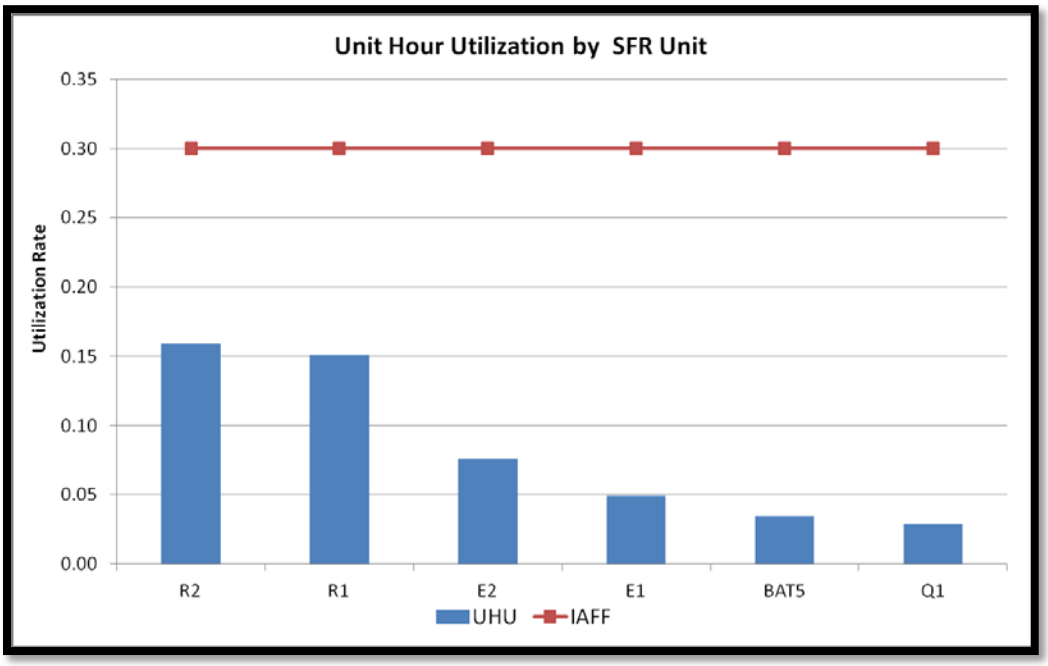
Workload

Workload will be evaluated from multiple perspectives; total unit responses per station, time on task as measured by the Unit Hour Utilization (UHU) for each unit and/or station, workload distribution, and total responses by risk type. Examples of the total responses and annual busy hours are provided in Figure 10 and the UHU is provided as Figure 11 below.

Figure 10: Example of Overall Workload by Station

Station	Avg. Busy Minutes per Unit Response	Annual Busy Unit Hours	Annual Total Unit Responses
11	68.9	136	118
14	35.1	943	1,613
16	35.2	2,217	3,776
18	37.8	1,658	2,630
21	35.3	2,832	4,818
22	43.9	1,817	2,482
23	31.9	2,189	4,120
24	48.7	1,722	2,120
30	31.5	2,600	4,952
32	38.8	1,545	2,387
33	36.5	2,152	3,540
34	27.1	62	137
36	43.4	899	1,243
HQ	29.9	1,749	3,510
Total	**36.1**	**22,519**	**37,446**

Figure 11: Example of Unit Hour Utilization Analysis



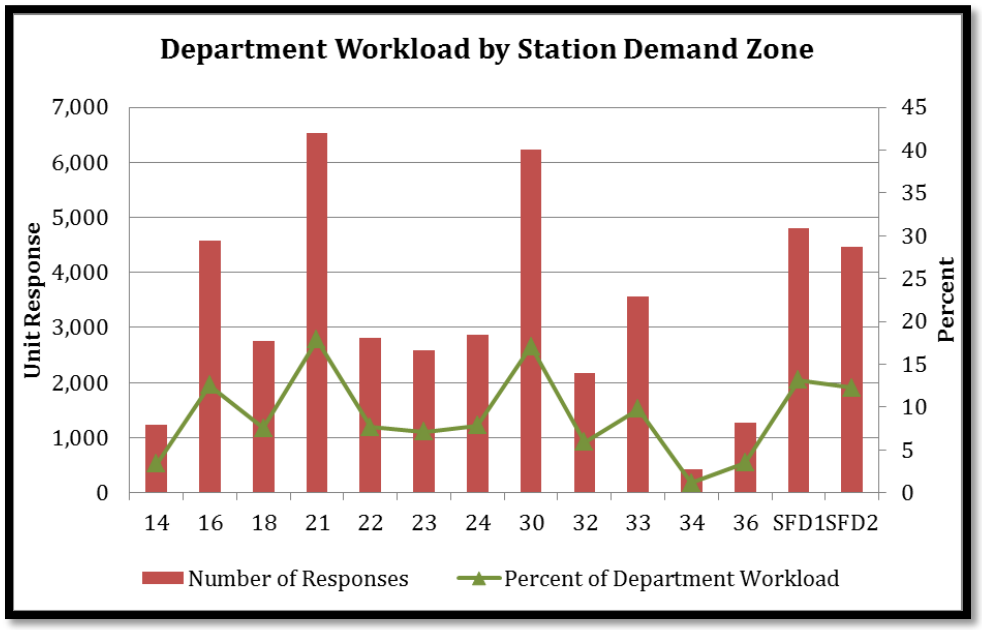
In addition, the type of historical demands for service are examined by each station response area in an effort to validate that the appropriate resources are provided to handle the unique risk profile of the fire station response area. The outcome of these analyses will inform the appropriate staffing, certifications, and apparatus type and quantity, including the efficacy of the Quint Concept.

An example is provided as Figure 12 below. Next, workload is expressed in terms of the total percentage of department workload by each individual station. This is utilized to assist in determining the appropriate staffing and apparatus resource allocation per optimized station. An example is provided as Figure 13 below.

Figure 12: Example of Number of Responses by Station Area and Call Type

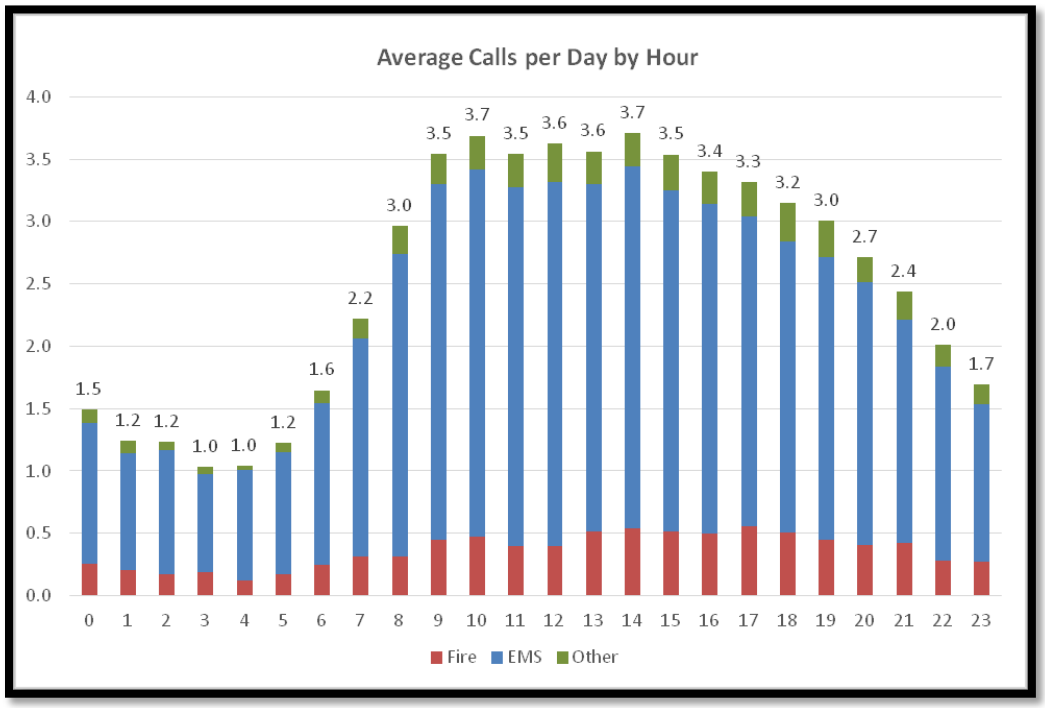
First Due Station	EMS	Fire	Rescue	Hazmat	Mutual aid	Canceled	Total
14	851	283	7	14	0	70	1,225
16	3,679	625	0	27	9	237	4,577
18	2,056	455	3	50	9	177	2,750
21	4,834	1,177	7	43	10	459	6,530
22	1,898	569	0	21	9	306	2,803
23	1,952	428	0	17	33	162	2,592
24	1,840	542	0	40	262	187	2,871
30	4,893	700	0	33	79	533	6,238
32	1,519	514	0	6	28	99	2,166
33	2,951	455	0	32	22	112	3,572
34	296	86	0	14	0	22	418
36	900	294	0	11	9	60	1,274

Figure 13: Example of Department Workload by Station Area



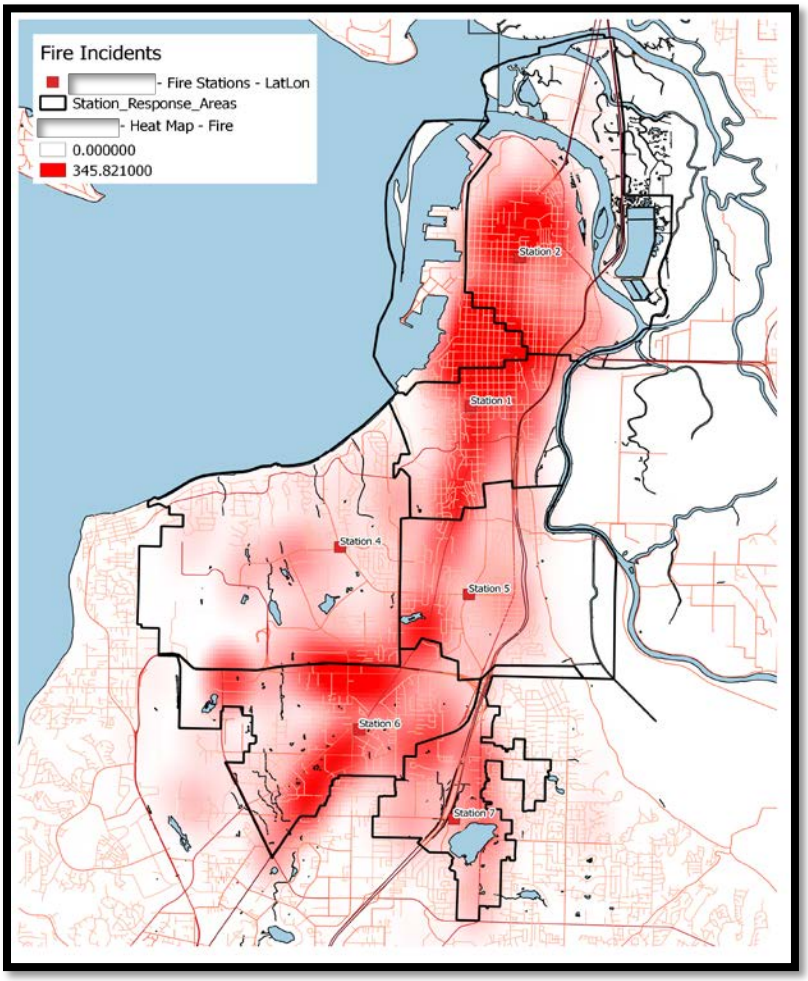
In addition, workload is analyzed by temporal distribution (month, day of week, and hour of day) and mapped by station area utilizing GIS. Examples are provided as Figures 14 and 15, respectively.

Figure 14: Example of Average Calls per Day by Hour of Day



The analysis for this part of the scope of work is a continuation of previous quantitative work for the station locations and response areas as well as the GIS analysis of the location of historical incidents. Therefore, in addition to the previously presented tabular data, all incidents will be geocoded in GIS to generate heat maps as presented in Figure 15. Each major call type will receive a specific analysis and mapped for each of the previous seven years to demonstrate the changes in community demand and growth over the rating period.

Figure 15: Example of Historical Call Location Heat Map for Fire Incidents



Finally, previous projections for changes in population, population density, and growth will be translated into projections for future service demands into the future. Projections will include consideration for both the demand to provide, and ability to receive, mutual/automatic aid. Results will be presented in tabular form and mapped, as appropriate.

Performance and Demand Analyses

Three years of system performance data will be collected from both the Public Safety Answering Point (PSAP) and the available National Fire Incident Reporting System (NFIRS) data and Electronic Patient Care Reporting (ePCR) that may be available in the Department's Records Management Systems (RMS).

Data will be analyzed to determine both the average and 90th percentile performance for call processing, turnout time, travel time, and total response time. Also, elements of time will be examined by major call types, time of day, day of week, and month of year. Similarly, analyses will be completed describing historical performance at the unit/apparatus level that describes the frequency of calls, workload, and call duration by call type. Finally, all of the above historical performance data will be evaluated at the station level.

Analyses at the station level will determine the appropriateness of the fire station locations in relation to the risk previously identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk would be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number or risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level performance and capabilities will be illustrated utilizing GIS.

In addition, measures of reliability will be utilized to determine the effectiveness and validity of the current deployment strategies. Specifically, the percentage of calls that the primary station territory and/or unit was able to respond to when called will be evaluated. Another measure that may be useful is that of analyzing the frequency of concurrent calls.

Finally, the completion of the objective will include an analysis of the effectiveness of the current deployment strategies for each program area. This will be accomplished through direct observations, structured interviews, and an analysis of available outcome data from the Department's RMS programs for Fire/EMS incident reporting.

In summary, the following elements will be evaluated while completing the review of historical system performance:

- Number of calls
- Call frequency
    - Time of day
    - Day of week
    - Month of year
- Call type

    - Fire
    - Ems
    - Hazmat
    - Tech Rescue
- Elements of Time
    - Dispatch time
    - Turnout time
    - Travel time
    - Total response time
- Effectiveness / Outcome Measures
    - Call Type
    - Program Area
- Performance
    - Unit performance
    - Station performance
    - System performance
    - Reliability / Concurrent Calls
- Workload
    - Call duration
    - Unit Utilization
    - Workload Distribution at Unit and Station levels
- Deployment Modeling
    - Effective Response Force (ERF) performance and capabilities
    - Distribution of Resources
    - Concentration of Resources
    - Automatic and Mutual Aid Capabilities

Each station's performance is evaluated by both their response time performance within their respective fire station first due area and the reliability/concurrency of the stations ability to answer the requests for service. An example of the response performance is provided as Figure 16 below.

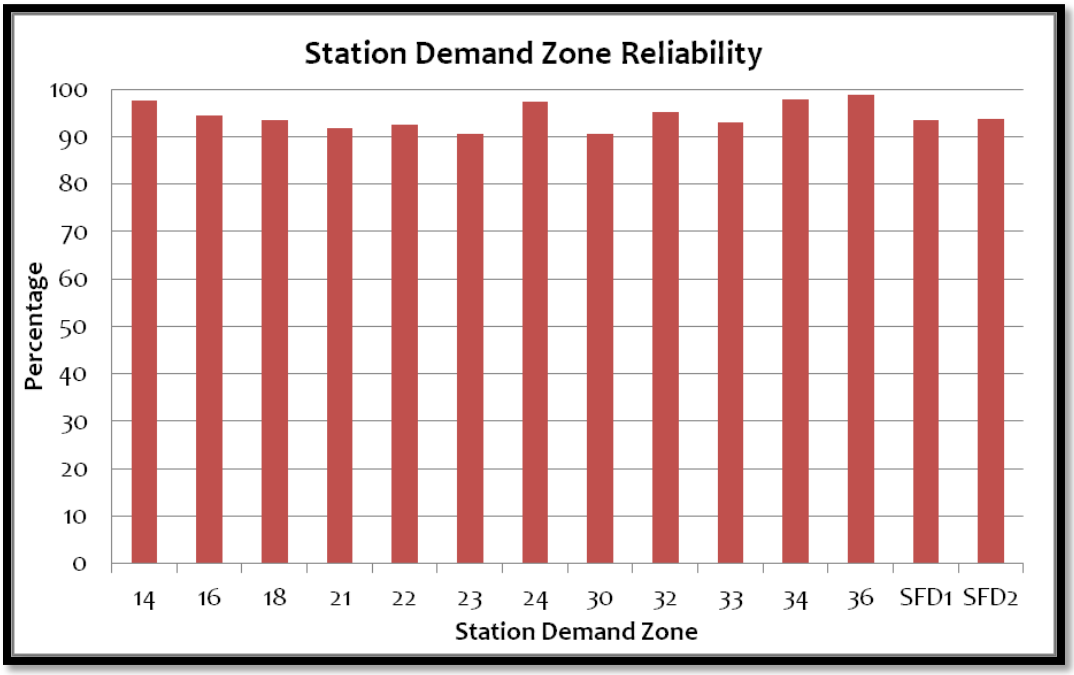
Figure 16: Example of Response Time Continuum by Station and Unit

Station	Unit	Dispatch Time	Turnout Time	Travel Time	Turnout and Travel Time	Response Time	Sample Size
1	ALS3	1.9	1.8	9.0	10.2	11.5	1,488
	ALS6	2.0	2.1	9.4	10.7	12.0	1,364
2	ALS2	1.9	2.1	7.1	8.7	9.9	2,009
3	ALS4	1.9	2.0	8.1	9.3	10.5	2,421
4	ALS7	1.8	2.3	9.0	10.7	11.9	1,640
5	ALS5	1.9	2.2	11.5	12.9	14.2	2,048
6	ALS8	1.7	2.2	12.2	13.4	14.7	1,407
7	ALS1	1.7	2.0	12.1	13.5	14.6	1,530
NA	JAWS	3.0	1.8	9.8	10.8	12.6	73
Total		**1.9**	**2.1**	**9.9**	**11.3**	**12.5**	**13,980**

In addition, measures of reliability will be utilized to determine the effectiveness and validity of the current deployment strategies. Specifically, the percentage of calls that the primary station territory and/or unit was able to respond to when called will be evaluated. Another measure that may be useful is that of analyzing the frequency of concurrent or simultaneous calls. Examples of analyses for station reliability and call concurrency or overlapping calls are provided as Figures 17 and 18, respectively.

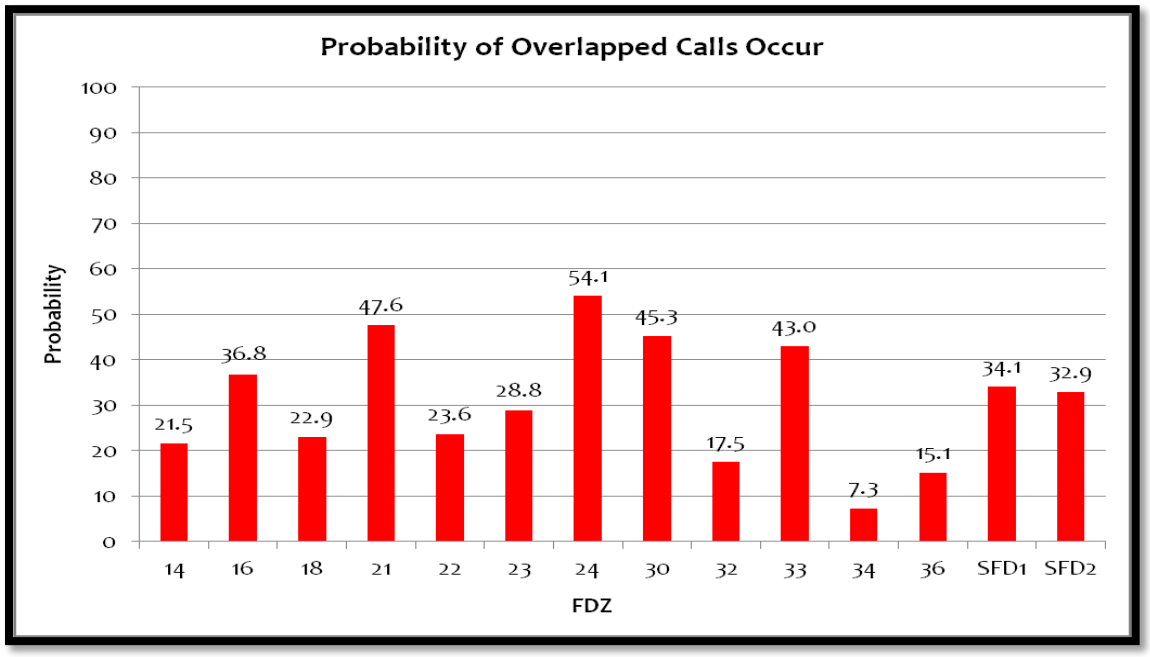
Collectively, these analyses, in conjunction with the GIS analyses previously discussed, will provide a robust assessment of the current station configurations, response areas, unit resource allocation, and the appropriate staffing for each fire station based on objective data specific to the community.

Figure 17: Example of Station Reliability Analysis



Comparisons between the current and/or desired response time performance and recommendations from NFPA, CFAI, and ISO will be provided both quantitatively and with GIS mapping of response time capabilities (travel time).

Figure 18: Example of Probability of Overlapping or Simultaneous Calls by Station Area



Desired Level of Service and Staffing for Each Station Apparatus

A comprehensive staffing analysis will be completed during this phase of the project with respect to the present staffing and deployment as well as for projected future demands. Recommendations for optimal staffing levels will naturally flow from a review of the unique community characteristics, response configurations, expectations for service, and historical demands for service both Department wide and by station/apparatus.

Alternatives to the current model may be identified and provided with the associated cost projections.

Identification of Station Renovations or Modifications Necessary for Efficient and Safe Deployment

Each of the fire stations will be evaluated through direct observation and through the lenses of the current, future, and recommended (if applicable) deployment strategies. An evaluation will be completed to ensure the facilities are capable to adapting to any potential alternative deployment strategies and for the potential for a higher concentration of personnel and/or apparatus in the current facilities to meeting future growth.

Risk Assessment

Risk Analysis for Each Station by Incident Type and/or Severity

FITCH utilizes two perspectives to evaluate community risks. One is the retrospective or historical community demand. As a continuation of the distribution and location of calls sorted by call type (severity) from the previous section, we will complete the review of historical demand and sort by station response area by each call type/severity.

In addition, we can utilize a prospective view to evaluate community risks. Utilizing available data from ISO, we will create a risk matrix that will categorize risks as low, moderate, high, or special risks. This information will be utilized at the occupancy level for the commercial properties within the jurisdiction. ***The Department will participate in the development of the risk matrices utilized, the following are only examples.*** An example of an occupancy level risk matrix is provided below.

Figure 19: Example of Occupancy Level Risk Severity Matrix

Risk Class	Water Flow		Number of Stories		Protection Systems Present (Yes/No)	Occupancy Building Type*	Total Risk Score
	Value	Scale	Value	Scale			
High	3	≥ 1500 gpm	5	≥ 4	-3/0	3	≥ 9
Moderate	2	> 499 and < 1500 gpm	3	> 1 and < 4	-3/0	2	>3 and <9
Low	1	≤ 499 gpm	1	1	-3/0	1	≤ 3

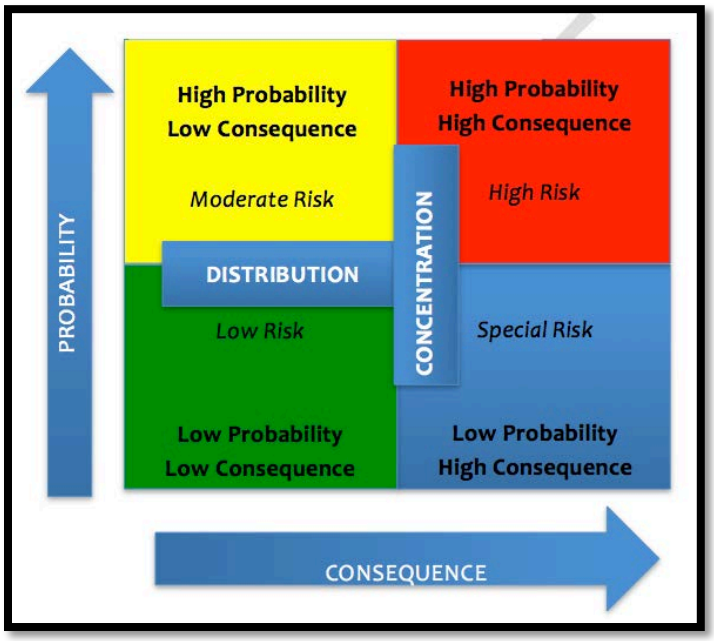
The combination of the prospective risk as defined (in this example) will generate risks that are mapped by station demand zone and quantitatively analyzed within the context of a station level risk matrix. An example of a station level risk matrix that incorporates both the historical demand (risk) and the prospective (potential) risk is utilized to determine the appropriate balance between the distribution and concentration of needed resources and is provided below.

Figure 20: Example of Station Fire Response Area Risk Concentration Matrix

Risk Class	Coverage Area (mi²)		Moderate Risk Occupancies		High Risk Occupancies		Critical Infrastructure Occupancies		Workload (availability)		Total Risk Score
	Value	Scale (mi²)	Value	Scale	Value	Scale	Value	Scale	Value	Scale (%)	
High	3	≥ 9	3	≥ 100	5	≥ 20	5	≥ 20	5	≥ 20	≥ 20
Moderate	2	> 5 and < 9	2	> 50 and < 100	3	> 10 and < 20	3	> 10 and < 20	3	> 10 and < 20	>10 and <20
Low	1	≤ 4	1	≤ 50	1	≤ 10	1	≤ 10	1	≤ 10	≤ 10

While occupancy level data is primarily used for fire protection, ultimately, all of the types of risk (fire and EMS) will be categorized utilizing a probability/consequence matrix to best determine the appropriate number of resources and staffing to respond to or mitigate risks. This is utilized to ensure that there is appropriate balance between preparedness or readiness, for the delivery system and the actual historical demand. An example of the probability/consequence matrix is provided below.

Figure 21: Example of Probability/Consequence Matrix



Finally, an evaluation of the occupancies will be completed, geocoded, and mapped utilizing either the Department's internal records or the most recent ISO Batch Report. In this manner, both prospective risk such as specific building occupancies or concentrations of risk, population growth, future development is included with the historical (retrospective) risk previously identified in a review of three years of historical community demands.

Any potential alternatives to the current policies and practices will be discussed with the Client for their consideration. For example, competing ideologies may be present between a risk-based approach utilized by the Commission on Fire Accreditation International (CFAI), the geographic emphasis utilized by the Insurance Services Organization (ISO), and potential efficiencies in deployment strategies utilizing the community's historical demand for services.

Apparatus and Equipment

Analyses completed for this scope of work will be utilized to inform the *FITCH* team as to the optimal quantity of resources, staffing, and resource configurations to meet both current and future demands for services. As proposed this will be accomplished in conjunction with the optimization of the station locations, staffing, and overall risk-based deployment model.

In addition, to direct observation and inspection of vehicles and equipment, *FITCH* will review compliance with regulations, maintenance practices, replacement schedules, funding strategies and policies, and utilization within the response configurations with respect to unique community service demands and risk profile. A similar process will be completed concerning the equipment carried on each apparatus as they are aligned with community service demands.

The final deliverable for this objective will include a summary of capital assets and resources and an accompanying recommendation for capital improvement planning, replacement schedules, and optimized station deployment strategies (additions or consolidations). Where applicable, results will be a combination of narrative, mapping output, and data in tabular form.

Plan for Implementation

Alternatives will be evaluated through a data based objective lens ensuring optimal utilization and resource allocation. In addition, each alternative evaluated will take into consideration the interconnectedness of the services (Fire and EMS) and provide advantages and disadvantages for each alternative allowing transparency in policy decisions. Prioritized alternatives will also be accompanied with the anticipated costs and implementation strategies.

Finally, additional alternatives that are discovered during the study and data analyses will also be evaluated. As designed, prioritized service delivery options for each program area will be identified, and recommended, as appropriate.

All options will be identified and clearly articulated with cost benefit analyses for implementation. This description in this phase will include the relative degree of benefit against the intended outcome will be provided with both advantages and disadvantages, including consequences, of adoption and implementation. In addition, this evaluation will include sensitivity to the interrelatedness or "ripple effect" of service changes. Finally, all options will be accompanied by projected costs, as appropriate.

Specifically, implementation plans for substantive changes will be developed that will include the responsible parties, schedules and timelines for completion, and methods for evaluating results. In addition, mitigation strategies for known or suspected challenges will be provided.

Development and Review of Draft Project Report

As designed, the project will have incremental milestones where the City/Department will have an opportunity to validate and provide feedback on results. For example, after the draft data report, and the geospatial and temporal analyses the City/Department will be informally presented the material. Therefore, approximately 80% of the final draft report will have been reviewed and validated by the staff prior to completion.

The project is designed to be facilitative and highly collaborative between the *FITCH* team and the City and Department's staffs. The draft report will be provided for further validation, feedback, and discussion prior to finalizing the draft report.

Delivery and Presentation of the Final Report

Once the feedback from the draft review has been incorporated into the revised final report, a formal presentation of the report will be provided to the City Administration, staff, elected officials, and/or the general public as desired.

PHASE I - SCHEDULE AND WORK LOAD

Project Management and Interaction with City and Department

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period of time. We will review our progress against the work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately and appropriate action taken, through discussion with you, to address issues. As designed, this project will be transparent and highly collaborative.

This project is proposed as a fixed-price agreement. Within a fixed-price agreement, *FITCH* holds the liability to deliver each of the elements of the scope of work as identified by the Client in the RFP. The following table is representative of the projected hours across each of the *FITCH* team members. It is understood that the actual hours devoted could be more or less and that the completion (outcome) of each of the scope of work points is to be the intended measure. This provides the City with the greatest control over costs.

	Guillermo Fuentes	Dr. Knight	Dr. Moeller	BJ Jungmann	Dr. Wang	Brian McGrath	Dianne Wright	Total Hours
Hours	16	80	40	40	80	40	16	**312**

Proposed team members were selected for their specific expertise for the projects identified scope of work. By design, the team members have a limited number of projects that they work on at any given time to ensure that the firm and consultants are able to deliver on time.

Finally, *FITCH* has the depth and expertise to meet additional needs of the City as required.

Work Plan and Timetable

The process identified in the previous sections will yield the desired results for this project.

The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed objectives and tasks to achieve that outcome. A table for each of the proposed objectives and time frames is included to describe the project more clearly.

The only known potential for variation in the proposed timeline and work plan is associated with any delays in receiving requested data. From time to time this occurs when attempting to receive data from the 911 Center (CAD) and if the Department has multiple competing priorities that may impact

their timeliness. Therefore, the project timeline accounts for a 30-day period to acquire all necessary data and background information and any delays beyond 30 days may impact the overall timeline proportionally.

Figure 22: Phase I Proposed Timeline

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Project Initiation and Development of Work Plan						
Acquisition and Review of Background Information						
Stakeholder Input						
Risk Assessment						
Evaluating Station Locations						
Projected Community Development and Growth						
Impacts of Rural Characteristics on Service Delivery						
Analysis of Calls for Service						
Establishing Desired level of Service and Staffing for Each Station						
Identification of Station Renovations and/or Modifications						
Assessment of Apparatus and Equipment						
Plan for Implementation						
Development and Presentation of Draft Report						
Presentations and Delivery of Final Report						
Projected On-Site Meetings	#1			#2	#3	#4

As previously indicated, in addition to the ongoing dialogue, the client will have an opportunity to review and discuss project outcomes during three major project milestones. These milestones will be after the receipt of the draft data report, the draft GIS report, and the draft final report. In addition, a review of the progress of the project will be provided at least monthly. However, as designed there is an ongoing dialogue concerning information and clarification of information as the project progresses.

Finally, any potential alternatives that would impact current practices or have policy implications will be brought forward and discussed with the client in detail and the client will assist in prioritizing any alternatives and recommendations that add the most value to the scope of work within the context of the existing environment.

PHASE II

Project Initiation and Development of Work Plan

The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work teams. At the kick-off meeting an overview to the approach of the project will be provided. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items outlined in the RFP and provide an opportunity to refine any specific objectives related to each service area or objective.

Specifically, the following elements will be confirmed:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each objective to be completed
- Method of evaluating results
- Resource identification
- Identify obstacles or problem areas associated with the accomplishment of each task

Review of Financial Viability of Ambulance Services

FITCH is uniquely qualified to complete this portion of the scope of work. Our firm has over 30 years of experience designing and managing high quality and efficient ambulance services. In addition, the firm currently manages several ambulance services across the country through management contracts. The firm also managed and operated an air and ground-ambulance billing firm that was sold and fully transitioned into a compliance audit function of our consulting services.

Therefore, during the completion of this portion of the scope of work will include a comprehensive review of all direct and indirect costs in an effort to establish the relative unit hour costs. The unit hour costs (UHC) will be utilized to demonstrate the requisite deployment capabilities to maximize both performance and financial sustainability.

Similarly, the financial review will include a comprehensive review of all revenues and expenditures, debt, bad debt, and profit/loss. This part of the analysis will culminate in a description of the community's payer mix, comparative rates and fees within the region and the allowable or capitated costs associated with the service delivery model.

Any alternatives will be clearly articulated complete with implications for deployment as well as a full budget impact on both revenues and expenditures.

Evaluation of Training and Qualifications

All staffing strategies, training and qualifications of personnel will be evaluated within the context of the community's historical risk and demand for services, best practices, and guiding recommendations such as NFPA, ISO, and any national, state, or local requirements.

It is common to find that fire organizations are challenged to maintain the required ongoing training, leaving little time and opportunity to provide just-in-time training or maintain flexibility in the training plan to address deficiencies, safety concerns, and emerging trends. The *FITCH* team will evaluate available evidence-based or competency based performance records and processes. Opportunities for improvement will be identified and recommended.

This portion of the evaluation will conduct a full assessment in the context of local conditions. In addition, this portion of the evaluation will seamlessly flow from the review of the viability of the ambulance service program. With this approach, any system design changes will be reflecting in go forward planning for training, qualifications, and overall staffing strategies.

Organizational Analysis, Staffing, Management Functions, and Effectiveness

A comprehensive organizational analysis will be completed for all personnel and management levels in the organization including support staff. A series of on-site structured interviews and direct observations will be completed to determine the reporting relationships, functions, workload, efficiency and effectiveness at each level. We will evaluate opportunities to better align job duties, distribute workload, assignments, and reporting relationships. In addition, where appropriate, we will make recommendations for an updated organizational structure to ensure that the structure supports any adopted changes in functions.

A review of recent changes to the job descriptions will be completed in concert with an evaluation of all staffing, scheduling, and command and control activities. As previously stated, structured interviews will be conducted with a representative sample of line personnel and labor's executive board. As desired, an employee satisfaction/feedback instrument can be created for anonymous feedback to compliment the sample interviews.

Finally, a gap analysis will be completed between current practice and staffing recommendations from NFPA.

Strategies for Cost Containment and Additional Funding

An analysis will be completed to identify the total revenue generated from the various user fees such as false alarms, inspections, permits, plans review, etc. An evaluation will also be completed to

benchmark the fee structures against comparable communities within the region as well as provide recommendations on how to best structure the fees based on program structure, desired performance, and workload.

Although previously discussed, strategies for cost containment and/or improved revenue would be incomplete without the detailed analysis of the EMS patient transportation system design and billing performance. Strategies will be provided on the appropriate balance and debt management for bad debt and other write offs that are increasing with the number of capitated revenue streams.

Finally, in conjunction with the organizational analysis, an evaluation will be completed to examine the appropriate employee groups to complete and/or coordinate "back office" activities such as logistics, maintenance and repair, and procurement. Therefore, these activities will be evaluated in the context of what capacity and expertise exists within the City external to the fire department as well as the potential for outsourcing certain activities and functions.

Enhanced Collaboration, Shared Services, Contracted Services

In an effort to evaluate opportunities for enhanced shared services or collaboration, we would recommend capturing the raw CAD and RMS data from the adjacent fire departments so that a regional "system" approach can be evaluated. The synergies of a borderless service delivery model can have significant benefits to the communities if applicable.

In addition to the adjacent mutual or automatic aid capabilities, an evaluation of the current capabilities and relationship with MABAS and the greater region will be completed as well. In conjunction with the evaluation of the financial and operational components of the ambulance transportation service, the efficacy of model changes such as contracted services will be evaluated. Similarly, an evaluation will be completed for other programs areas such as hazardous materials and technical rescue programs with respect to shared services within the region. Finally, opportunities for shared administrative capacity will be evaluated.

While there is value in understanding how similarly situated communities have addressed their fire and emergency medical service needs in this dynamic fiscal environment, we would suggest that a community centric and risk-based approach is the more appropriate methodology as communities' policy may vary on their level of investment in public safety. For example, some more affluent communities may invest less in their public safety than some less affluent communities.

Implementation, Draft and Final Reports, and Final Presentation

Implementation, draft review, delivery of the final report, and the final presentation will be completed in a similar manner as the completion of Phase I activities.

PHASE II - SCHEDULE AND WORK LOAD

Project Management and Interaction with City and Department

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period of time. We will review our progress against the work plan on a regular basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately and appropriate action taken, through discussion with you, to address issues. As designed, this project will be transparent and highly collaborative.

This project is proposed as a fixed-price agreement. Within a fixed-price agreement, *FITCH* holds the liability to deliver each of the elements of the scope of work as identified by the Client in the RFP. The following table is representative of the projected hours across each of the *FITCH* team members. It is understood that the actual hours devoted could be more or less and that the completion (outcome) of each of the scope of work points is to be the intended measure. This provides the City with the greatest control over costs.

	Guillermo Fuentes	Dr. Knight	Dr. Moeller	BJ Jungmann	Dr. Wang	Brian McGrath	Dianne Wright	Total Hours
Hours	40	40	80	40	16	16	60	**292**

Proposed team members were selected for their specific expertise for the projects identified scope of work. By design, the team members have a limited number of projects that they work on at any given time to ensure that the firm and consultants are able to deliver on time.

Finally, *FITCH* has the depth and expertise to meet additional needs of the City as required.

Work Plan and Timetable

The process identified in the previous sections will yield the desired results for this project.

The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed objectives and tasks to achieve that outcome. A table for each of the proposed objectives and time frames is included to describe the project more clearly.

Figure 23: Phase II - Proposed Timeline

	Month 1	Month 2	Month 3	Month 4
Project Initiation and Development of Work Plan				
Review of Financial Viability of Ambulance Services				
Evaluation of Training and Qualifications				
Organizational Analysis, Staffing, Management Functions, and Effectiveness				
Strategies for Cost Containment and Additional Funding				
Enhanced Collaboration, Shared Services, Contracted Services				
Plan for Implementation				
Development and Presentation of Draft Report				
Presentations and Delivery of Final Report				
Projected On-Site Meetings	#1	#2	#3	

ATTACHMENT A

Curriculum Vitae's

FITCH
A ASSOCIATES

Guillermo Fuentes **2901Williamsburg Terr., Ste G**
Partner, Fitch & Associates, LLC **Platte City, Missouri 64079**

SUMMARY Mr. Fuentes has broad experience in the areas of communications, operations, deployment and administration. He is a leading expert on the analysis, design, and management of EMS system status. Known internationally for his consultant work, he provides statistical and operational analysis, computer modeling, and the development of deployment plans for the Firm's clients.

CAREER

January 2013 - Present ***Partner***
Fitch & Associates, LLC **Platte City, Mo.**

September 2011 – January 2013 ***Senior Consultant***
Fitch & Associates, LLS **Platte City, Mo.**

- Responsible for complex math modeling, system reviews and dispatch builds and reviews
- Assist clients in EMS, Fire and Police with complex operational issues

November 2007 - August 2011 ***Chief Administrative Officer***
Niagara Regional Police Service **St. Catharine, Canada**

- Responsible for Human Resources, (350 civilian employees) Finance, ($125 million operating budget and $84 million capital budget) Information Management, Central Records, Information Technologies, Fleet, Facilities, Quartermasters, and Labor Relations

February- March 2007 ***Interim Director of Niagara Emergency Service Division***
Niagara EMS **Niagara Falls, Canada**

- Responsible for EMS, Fire coordinator, CBRN (Chemical, Biological, Radiological, Nuclear), and Emergency Management

December 2004 - February 2007 ***Associate Director Emergency Medical Services***
Niagara EMS **Niagara Falls, Canada**

- Created a new dispatch centre as a model for the province
- Integrated all the technology and implemented technology that is unique in the world
- Instituted a system of total management at front line supervisor level

August 2004 - December 2004 ***Interim Director Pre-hospital Services***
Urgences- Sante **Montreal, Quebec**

- Responsible for a staff of 1,200 as well as the goal and vision for the 2005 year

2001 -2004 **Deputy Director of Operations Pre-hospital services**
Urgences- Sante **Montreal, Quebec**

- Responsible for field operations, Communication centre, Scheduling department ($63 million budget)
- Implemented specialized field operations including Tactical intervention medics , bike medics and marine medic programs
- Developed a CBRN protocol, CBRN intervention level 2 teams
- Deployed analysis for first response and advanced care tiered response.

May 2002 – September 2002 ***Interim Director of Pre-hospital services***
Urgences –Sante **Montreal, Quebec**

- Executed mid year evaluation of 2002 performance
- Presented performance progress report to the Minister of Health and Social Services

1999-2001 ***Manager of Inter facilities***
Urgences-Sante **Montreal, Quebec**

- Responsible for inter facility transports
- Development and implementation of individual profiling tools

1990-1999 ***Part Time EMT***
Urgences-Sante **Montreal, Quebec**

EDUCATION

Aspen University; Denver, Colo. 2010
Masters in Business Administration - Summa Cum Laude
Inducted as a life member to the Delta Epsilon Tau Society

Tulane University, Freeman Business School; New Orleans, La.
Masters Certificate in Business Administration 2007
Advance management Strategy certificate 2006
Certificate in Business essentials II 2006
Certificate in Business essentials I 2006

Continuing education; Montreal, Canada 2002
Effective Leadership Training
Group Management seminar
Effective communication skills

Ahunsic College; Montreal, Canada 1996
Prehospital Trauma Life Support (Basic and Advanced)
Emergency crisis management

Concordia University; Montreal, Canada 1990 - 1994
Bachelor of Science, Management of information systems (incomplete)
Minor in Political Science (incomplete)

Ahunsic College; Montreal, Canada 1989-1990
Ambulance Technicien

Dawson College; Montreal, Canada 1987-1989
DEC social science

PROFESSIONAL MEMBERSHIPS

APCO (Association of Public-Safety Communications Officials) International
APCO Canada
APPQ Association Proffessionelle des Paramedics du Quebec

Steven G. Knight, PhD. **2901Williamsburg Terr, Ste G**
Senior Associate, Fitch & Associates **Platte City, Missouri 64079**

SUMMARY Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence. He has also served as a team leader and assessor for the Commission on Fire Accreditation International and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

CAREER

Present ***Senior Associate***
Fitch & Associates, LLC **Platte City, Mo.**

- Provides consulting and turnkey management services to a wide variety of public safety, healthcare, government, and business organizations.
- Designs and implements programs enhancing effectiveness; improving productivity; and maximizing potential for organizations and individuals.
- Serves as an information resource for the professional associations.
- Conducts the management certification programs for the National Academies of Emergency Dispatch and the American Ambulance Association.

1996-2013 ***Assistant Fire Chief***
St. Petersburg Fire & Rescue **Florida**

- Managed metro-sized emergency service agency including fire suppression, fire prevention, public education, community risk reduction, emergency medical services, training, hazardous materials, technical rescue, urban search and rescue, marine rescue, emergency management, and response to natural and man-made disasters.
- Managed over 300 employees during a continuous 24/7 deployment with a $45 million dollar budget.

1992-1996 **Firefighter/Paramedic**
South Pasadena Fire Department **Florida**

- Responded to requests for emergency service for fire suppression, emergency medical services, and fire prevention activities.

2008 ***Subject Matter Expert***
National Fire Academy

- Planning and Information Management Program

2010-Present **Technical Advisor**
Center for Public Safety Excellence

- Provide consulting services for the accreditation process and assist in the development of agency specific community-based strategic planning while representing the Center for Public Safety Excellence.

2005-Present Team Leader/Peer Assessor

Commission on Fire Accreditation International

- Lead accreditation teams on site-visits for candidate agencies and present findings to the Commission. Participated with the following agencies:
    - Aurora, Colorado
    - Salem, Oregon
    - Charlotte, North Carolina
    - Plano, Texas
    - Montgomery County, Maryland
    - Newport News, Virginia
    - Anchorage, Alaska
    - Cobb County, Georgia
    - Las Vegas, Nevada
    - Henderson, Nevada
    - Honolulu, Hawaii
    - Regina, SK, Canada
    - Overland Park, KS

2012-2014 Senior Manager, Fire & EMS

International City/County Management Association

- Provide project management and consulting services for fire and emergency medical services
    - St. Louis, MO (Fire/EMS)
    - Greenville, NC (Fire/EMS)
    - Johnson City, TN (Fire)
    - Washington County, TN (EMS)
    - Mankato, MN (Combination Fire)
    - Ontario, OR (Combination Fire)
    - Grants Pass, OR (Fire/Law Enforcement)
    - East Brunswick, NJ (EMS/Volunteer Fire Districts)
    - Prescott, AZ (Fire)
    - Long Beach, NY (Combination Fire/EMS)

1998-2013 Adjunct Instructor – Fire Science and Public Safety Administration Program

St. Petersburg College and State College of Florida

- Curriculum development, overall course management, and grading

2006-2007 Program Director – Emergency Medical Services

Manatee Technical Institute

- Developed all curriculum, course structure, schedules, faculty hiring and development, and maintenance of accreditation.

1999-2010 Instructor – Minimum Standards and Continuing Education Training
Pinellas County School Board

- Developed syllabi, overall course structure, and administered all grades.

2013-Present Affiliate Faculty College of Medicine
University of Central Florida College of Medicine

- Mentor medical students conducting research in the pre-hospital environment

2013-Present Faculty for Executive Fire Officer Program – USFA/NFA
National Fire Academy

- Faculty for Executive Leadership and Executive Development

EDUCATION

University of South Florida, Tampa FL 2012
Ph.D. in Curriculum & Instruction in Adult Education
Cognate in Research and Measurement
Dissertation: "An Examination of Self-Directed Learning Readiness in Executive-Level Fire Officers"

Troy State University, Troy, AL 2000
M.P.A. in Public Administration
4.0 GPA

University of Cincinnati, Cincinnati, OH, 1998
B.S. Fire & Safety Engineering Technology
Summa Cum Laude

AWARDS AND PROFESSIONAL RECOGNITIONS

- Outstanding Research Award by the National Fire Academy/United States Fire Administration/Federal Emergency Management Agency – 2007
- Chief Fire Officer Designation (CFO) by the Center for Public Safety Excellence – 2008
- Executive Fire Officer Program (EFO) by the National Fire Academy/United Sates Fire Administration/Federal Emergency Management Agency – 2008
- A. Don Manno Award for Excellence in Research by the National Society for Executive Fire Officers - 2007
- Fire Office of the Year presented by St. Petersburg Fire & Rescue - 2009

PRESENTATIONS

- "Setting Organizational Policy: What drives your fire ground, science or tradition?" Presented at the Firehouse World Expo, San Diego, CA (January 2015)
- "Fire Department Imagery: What are we selling?" Presented at the Firehouse World Expo, San Diego, CA (January 2015)

- "Setting Organizational Policy: What drives your fire ground, science or tradition?" Presented at the Nevada Fire Chiefs Association's Reno Fire Show, Reno, NV (October 2014)
- "Fire Department Imagery: What are we selling?" Presented at the Nevada Fire Chiefs Association's Reno Fire Show, Reno, NV (October 2014)
- "Leading from the Middle" Presented at Nevada Fire Chiefs Association's Reno Fire Show, Reno, NV (October 2014)
- "How the Fire Department Needs to Evolve: Expectations from City/County Government." Presented at the Pinnacle Conference, Scottsdale, AZ (July 2014)
- "Setting Organizational Policy: What drives your fire ground, science or tradition?" Presented at the Texas Fire Chiefs Association's Conference, San Antonio, TX (February 2014)
- "In Search of a Culture of Safety: An Exploration in Decision Making" Presented at the Florida Fire Chiefs Association's Fire Rescue East Conference, Dayton Beach, FL (January 2014)
- "In Search of a Culture of Safety: An Exploration in Decision Making" Presented at the Florida Fire Chiefs Association's Health and Safety Conference, Orlando, FL (October 2013)
- "Leading with Vision and Purpose" Presented at the International Association of Fire Chief's Fire Rescue International Conference, Chicago, IL (August 2013)
- "Setting Organizational Policy: What drives your fire ground, science or tradition?" Presented at the International Association of Fire Chief's Fire Rescue International Conference, Chicago, IL (August 2013)
- "Leading with Vision and Purpose" Presented at the Florida Fire Chief's Association's Executive Development Conference, Key West, FL (July 2013)
- "Setting Organizational Policy: What drives your fire ground, science or tradition?" Presented at the Florida Fire Chief's Association's Executive Development Conference, Key West, FL (July 2013)
- "An Examination of Self-Directed Learning Readiness in Executive-Level Fire Officers" Selected to present at the 2013 International Symposium for Self-Directed Learning, Cocoa Beach, FL (February 2013)
- "Leading with Vision and Purpose: How does agency and personal accreditation assist us?" Presented at the Center for Public Safety Excellence's 2013 Excellence Conference, Henderson, NV (March 2013)
- "Leading from the Middle" Presented at Fire Rescue East Conference, Daytona Beach, FL (January 2013)
- "Fireground Tactics: What Does Science Tell Us About Tradition?" Presented at the Florida Fire Chiefs Associations' Safety & Health Conference, Orlando, FL (December 2012)
- "Leading from the Middle: The 360 Degree Accreditation Manager" Presented at the Center for Public Safety Excellence's Excellence Conference, Las Vegas, NV (March 2012)
- "Rank Leadership" Presented at the Florida Fire Chiefs Association's Executive Development Conference, Marco Island, FL (July 2011)
- "Leading from the Middle: The 360 Degree Accreditation Manager" Presented at the Center for Public Safety Excellence's Conference, Orlando FL (March 2011)
- "Help Me, Help Me Not: A Practical Use of the LAP Instrument" Presented at the International Self-Directed Learning Symposium, Cocoa Beach, FL (February 2010)
- "Sink or Swim: Is St. Petersburg Fire & Rescue Doing Enough to Prevent Drowning" Presented at the National Fire Academy EFO Graduate Symposium, Emmitsburg, MD (May 2008)
- "Socio-Economic and Demographic Factors and the Use of the EMS System" Selected to present at the American Society of Public Administration's Southeastern Conference, Atlanta, GA (circa 2003)

RECENT PROFESSIONAL DEVELOPMENT –

- ICMA's "Asking your Police and Fire Chiefs the Right Questions to Get the Right Answers"
- Leadership Development Program with the Center for Creative Leadership
- Leadership St. Pete
- Executive Fire Officer Program with the National Fire Academy
- Executive Fire Officer's Graduate Symposium
- Florida Fire Chiefs Association's Executive Development Conference
- Center for Public Safety Excellence's Excellence Conference
- National Society of Executive Fire Officer's Polishing the Gold Conference
- International Association of Fire Chief's Fire Rescue International Conference
- Florida Fire Chiefs Association's Health and Safety Conference
- Florida Fire Chiefs Association's Fire Rescue East

COMPUTER PROFICIENCY –

- Microsoft Operating System
- Microsoft Office Suite: Word, PowerPoint, Excel, Outlook
- Learning Management Systems: Blackboard, WebCT, Angel
- PASW (previously SPSS) Statistical Software for Social Sciences
- Survey monkey survey building tool

MEMBERSHIPS –

- America Society of Public Administrators – Council Member for Suncoast Chapter (Emergency Management, Public Administration, and Research sections)
- International Association of Fire Chiefs
- National Society of Executive Fire Officers
- Florida Fire Chiefs Association
- Advisory Board Member for St. Petersburg College's Emergency Management Program
- Florida Association Fire Service Instructors
- Florida Fire Chiefs EMS Chief Section
- Florida Fire Chiefs Executive Fire Officer Section Regional Representative
- Southeastern Association of Fire Chiefs
- Pinellas County Emergency Medical Services Advisory Committee
- International Association of Fire Fighters

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BERNARD (BJ) JUNGMANN

PROFESSIONAL EXPERIENCE

February 2011 – Present Burnsville Fire Department Burnsville, MN
Fire Chief

September 2016 – Present Hamline University Saint Paul, MN
Guest Lecturer/Public Safety Certificate Instructor

April 2002 – Present Century College White Bear Lake, MN
Adjunct Faculty/Clinical Laboratory Assistant

March 2008 – February 2011 Maplewood Fire Department Maplewood, MN
Assistant Fire Chief/EMS

July 2006 – March 2008 Burnsville Fire Department Burnsville, MN
Fire Fighter/Paramedic

February 2000 – March 2011 Oakdale Fire Department Oakdale, MN
Captain/Paramedic

April 2002 – April 2008 Lakeview Hospital Stillwater, MN
Paramedic

EDUCATION

September 2015 – Present National Fire Academy Emmitsburg, MD
Currently enrolled in the Executive Fire Officer Program

September 2011 – August 2013 Hamline University Saint Paul, MN
Masters in Public Administration
Public Safety Certificate
Leadership Communication Certificate

July 2008 – November 2010 American Military University Charles Town, WV
Bachelor of Science Degree in Fire Science Management

December 2001 – June 2006 Century College White Bear Lake, MN
Associates in Applied Science Paramedic Technology Degree

2004 – June 2008 American Military University Charles Town, WV
Associate of Arts General Studies with an emphasis on Fire Science

August 2000 – December 2001 Century College White Bear Lake, MN
Paramedic Technology Diploma

COLLABORATIVE POSITITIONS HELD

Local Government Information Systems (LOGIS)
Fire Steering Committee Chair
CAD Selection Committee Member

Dakota County Communications Center (DCC)
Fire/EMS Operations Committee Chair
Joint Operations Committee Co-Chair

Metropolitan Emergency Services Board (MESB)
EMS Technical Operating Committee Member
Emergency Preparedness Sub-committee Previous Co-Chair
EMSMACC Member
EMS Strike Team Leader

Minnesota State Fire Chiefs Association
EMS Committee Vice-Chair
Legislative Committee Chair
FAST Team Member

Minnesota Ambulance Association
Legislative Committee Member

Dakota County EMS
EMS Council Member

Minnesota Type 3 Incident Management Team
Team Member

COMMUNITY INVOLVEMENT

December 2011 – Present Burnsville Breakfast Rotary Club
Rotarian
President 2016-2017
Secretary 2014-2015

September 2011 – Present Burnsville Yellow Ribbon
Steering Committee Member

July 2013 – Present Burnsville YMCA Community Board
Community Board Member

April 2008 – Present Century College
EMS and Public Safety Advisory Committee Member

PUBLISHED ACCOMPLISHMENTS

February 2016 Minnesota Fire Chiefs Electronic Magazine Fire Service Day at the Capital Article
January 2016 Minnesota Fire Chiefs Magazine Legislative Update Article
Content Expert Reviewer for 2nd edition of Jones and Bartlett Fundamentals of Fire Fighter Skills
Content Expert Reviewer for Jones and Bartlett Crew Resource Management

Bruce J. Moeller, Ph.D.

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Saint Petersburg, Florida 33701
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ACADEMIC DEGREES:

2001 **Doctor of Philosophy**, Florida Atlantic University; College of Architecture, Urban and Public Affairs; School of Public Administration. Major: Public Administration.

1990 **Master of Arts in Public Administration**, Department of Public Administration; Northern Illinois University.

1986 **Bachelor of Arts**, Concentration: Fire Administration, Western Illinois University.

EMPLOYMENT HISTORY:

Professional Experience

2012 to 2015 **Chief of Staff / Assistant County Administrator**
Pinellas County, Florida

- Held a number of leadership positions largely related to public safety before serving as Chief of Staff
- Served as part of the County's Senior Management Team in an urban county of almost 1 million population.
- Primary areas of responsibility include EMS and Fire Administration; Regional 9-1-1; Emergency Management; Ambulance Billing & Financial Services; Animal Services; Justice & Consumer Services; Human Services and Radio & Technology.
- Significant public policy role collaborating with municipal and county leaders.

2008 to 2012 **City Manager**
City of Sunrise, Florida

- Chief Administrative Officer of a culturally diverse, full service community (approx. pop. 90,000) in South Florida. The City of Sunrise operated with a $439 million budget and a workforce of approximately 1,200 employees. Responsible to a five-member Commission for all facets of municipal administration, the city manager is directly responsible for negotiating with employee unions, is the appointing authority for personnel, and prepares the annual budget. Services include: community & economic development, fire, police, public works, utilities (serving a total population of 220,000), purchasing, finance, information technology, emergency management and leisure services.

- Located in western Broward County, the City was the state's second largest tourist attraction, Sawgrass Mills Mall, which drew over 25 million visitors a year. Also making its home in Sunrise is the 20,000+ seat Bank Atlantic Center, home of the NHL's Florida Panthers.
- The City consistently experienced growth in office and commercial development. Many major corporations relocated to the City and the community was a leading destination for economic development in the metropolitan area.

1977 to 2008 **Public Safety Background**
Sunrise, Florida; Broward County, Florida; Naperville, Illinois; Wilmette, Illinois; Lake Forest, Illinois

A strong public safety background spanning several decades. Initially entered public service as a police officer for several years before entering the fire service. Served in entry-level positions in both disciplines prior to advancing in the fire service. Functioned in increasingly responsible roles, both as a line officer and administrative staff. Served for over 15 years as a fire chief, with experience in large, urban metropolitan-sized agencies and suburban departments. Managed fire suppression, fire prevention, paramedic programs, hazardous material responses, search & rescue teams, 9-1-1 communications and a full array of emergency management functions. Specific experience and last working title include:

- Fire Chief - Sunrise Fire Rescue - Sunrise, Florida 1997-2008
- Director / Fire Chief - Broward County – Fort Lauderdale, Florida 1990-1997
- Fire Captain – Naperville Fire Department – Naperville, Illinois 1982-1990
- Firefighter / Paramedic – Wilmette Fire Department – Wilmette, Illinois 1979-1982
- Police Officer – Lake Forest Police Department – Lake Forest, Illinois 1977-1979

University Teaching Experience

2015 **Adjunct Lecturer**
Fire and Emergency Services Program
University of Florida
Gainesville, Florida

2014	**Adjunct Instructor** School of Public Affairs University of South Florida Tampa, Florida
2001 to 2011	**Adjunct Instructor** School of Public Administration Florida Atlantic University Boca Raton, Florida
1998 to 1999	**Adjunct Instructor** Department of Professional Management Saint Thomas University Miami, Florida

Dr. Moeller has taught at both the graduate and undergraduate level. Courses taught include the following:

PAD 4884: Introduction to Terrorism for Emergency Managers (University of Florida)

The goal of this course is to provide students with a general knowledge about terrorism in our world and the methods used for counterterrorism.

PAD 6934 – Performance Management (University of South Florida)

Performance management involves both science (drawn largely from the field of statistics, business and performance *measurement*) and art (derived in part from organizational behavior and theory). While the theoretical underpinnings are important, this course will emphasize performance management in its practical application.

PAD 6807 – Local Government Administration (Florida Atlantic University)

Examines the various dimensions of local government administration, including methods for improved service delivery. Major areas include the purpose and use of performance measurement in local government; establishing organizational priorities through strategic planning; and implementing change in local government by applying techniques of change management.

PAD 4933 – Capstone Seminar in Public Management (Florida Atlantic University)

An integration of theories and skills in the development of practical strategies designed to help address public problems. The course provides an opportunity to integrate and apply prior learning in order to actually improve public organizations.

PAD 4426 – Public Sector Labor Relations (Florida Atlantic University)

An examination of the historical development in labor relations and collective bargaining for the public sector. Examines the impact of public employee unions on public personnel administration.

FES 3003 – Fire and Emergency Services Public Policy (Florida Atlantic University)
Exposes students to the many facets of policy making and implementation issues in fire and emergency services, including the legal foundations from which agencies operate. Emphasis is placed on the politics of administration.

MAN 701 – Organizational Design and Theory (St. Thomas University)
A course that views organizations from a macro perspective including the domestic and global environment. Both size and technology were explored in determining the structure and processes of organizations while providing students with 'diagnostic skills' needed to effectively manage complex organizations.

PUBLICATIONS & PRESENTATIONS

Moeller B. & Knight, S. (2015, Forthcoming). Critical Questions Every Fire/EMS Chief Should Ask Their City/County Manager. Fire Rescue International. Atlanta, GA.

Moeller, B. Knight, S. & Sheridan, T. (2015, Forthcoming) How to Use 'Fire Freakonomics' to Transform Your Department. Pinnacle, Jacksonville, FL.

Moeller, B. (2015). Political Side of Apparatus Purchasing. FDSOA 27th Annual Apparatus Specification & Vehicle Maintenance Symposium. Orlando, FL.

Moeller, B. (2014). Making Fire Departments Think: Organizational Situational Awareness. Fire Rescue International. Dallas, TX.

Fuentes, G., Knight, S., Moeller B., & Sommers, S. (2014). How the Fire Service Needs to Evolve: Expectations from City & County Government. Pinnacle . Scottsdale, AZ.

Fuentes, G. & Moeller, B. (2014). I Don't Have enough Money – Now What? Pinnacle. Scottsdale, AZ

Moeller B. & Paulison R. (2014). Informed Decision-Making in Real Time. Metropolitan Fire Chiefs Conference. Baltimore, MD.

Moeller, B. (2014). Think. In Goldfeder, B. (Ed.) Pass It On. Tulsa, OK. PennWell.

Moeller, B. (2014). The Role of the Emergency Operations Center. FireRescue – February.

Moeller, B. (2013). P4 – Positive Performance for Politicians & Public. Fire Rescue International. Chicago, IL.

Moeller, B. (2012). Leading Agencies During Periods of Economic Decline. Fire Rescue International. Denver, CO.

Moeller, B. & Krakeel, J. (2012) Using EMS Dollars Wisely. Fire-Rescue Med. Las Vegas, NV.

Moeller, B. (2012). Financial Management. In Jennings, C. & Thiel, A. (Eds.), Managing Fire and Rescue Services. Washington, DC: International City County Management Association.

Moeller, B. (2011). Ten Things Your Boss is Talking About – And You Don't Know. Fire-Rescue International. Atlanta, GA

Moeller, B. (2011). Leading Agencies During Periods of Economic Decline. International Association of Chiefs of Police. Chicago, IL.

Moeller, B. & Nagaraj, R. (2011). Meaningful National Fire Service Data. Metropolitan Fire Chiefs Conference. Charlotte, NC.

Moeller, B. (2010). Lions, Tigers and Bears: Following the Political Yellow Brick Road. Fire-Rescue International – 2010. Chicago, IL.

Moeller, B. (2009). Managing the Manager: Getting What You Want By Giving the Manager What They Want. Fire-Rescue International – 2009. Dallas, TX.

Moeller, B.; Thompson, S.; and Dorsett, A. (2009). The Fire Chief's Role in Tough Times. Florida Fire Chiefs Annual Meeting and Development Conference. Fort Lauderdale, Florida.

Moeller, B. (2009). Issues in Emergency Services. Public Management, 91 (1) 12-15.

Moeller, B.; Dickerhoff, K.; Cohen A. and Cole, H. (2008). Vulnerable Population Registry in Broward County. 22nd Annual Governor's Hurricane Conference. Fort Lauderdale, Florida.

Moeller, B. (2008). National Incident Management System (NIMS): Keeping your disaster from becoming a disaster. In Pinkwoski, J. (Ed.), Handbook of Disaster Management. Boca Raton, Florida: Taylor & Francis.

Moeller, B. (2008). Lies, Damn Lies, and Statistics. Fire-Rescue International - 2008. Denver, Colorado.

Moeller, B. (2007). Keeping Your Disaster from Becoming a Disaster: Establishing and Maintaining Situational Awareness. Fire-Rescue International - 2007. Atlanta, Georgia.

Moeller, B. (2007). Are You Prepared for the Politics? Southeastern Association of Fire Chiefs 79th Annual Conference. Daytona Beach, Florida.

Moeller, B. (2007). Implementing Change While Avoiding the Chaos – Essential Ingredients of Leadership. Fire-Rescue Med - 2007. Las Vegas, Nevada.

Moeller, B. (2007). Answering Big Questions in the Fire Service. International Fire Service Journal of Leadership and Management, 1 (2), 11-16.

Moeller, B. and Mikel R. (2006). Strategies for Success: Getting Your Ideas on the Political Agenda. Fire-Rescue International - 2006. Dallas, Texas.

Moeller, B. (2006). Leaders Do Not Stand Still. On Scene. 20 (11), 6.

Moeller, B. (2006). Leading Change: The Process of Leadership. Florida Fire Service, 14 (3), 7.

Moeller, B. (2005). Apples to Apples. Fire Chief, 49 (8), 82 – 90.

Moeller, B. (2004). Strategies for Success: Managing the Chaos of Change. Fire-Rescue International - 2004. New Orleans, Louisiana.

Moeller, B. (2004). Obstacles to Measuring EMS Performance. EMS Management Journal, 1 (2), 8-15.

Moeller, B. (2002). Benchmark Challenge. Fire Chief, 46 (8), 88-90.

Moeller, B. (2002). Research in the Development of Deployment Standards: Why Can't We Answer 'Big Questions' in the Fire Service. IFE Fire Service Deployment Conference. Indianapolis, IN.

Moeller, B. (2001). Problems of Measuring Performance in the Fire Service: Do We Really Want to Improve or Simply Claim We Have? Deccan Conference. San Diego, CA.

Moeller, B. (1985). Medical Effects of Wearing Self-Contained Breathing Apparatus. Fire Engineering, 138 (10), 43-51.

PUBLIC & PROFESSIONAL SERVICE:

Chair, Patient Protection and Affordable Care Act Task Force of the International Association of Fire Chiefs (2013 – 2015)

Member, Editorial Board of FireRescue Magazine (2012-Present).

Member, ICMA Governmental Affairs & Policy Committee (2010-2012)

Member, FCCMA Disaster Preparedness Committee (2010-2012)

Member, Editorial Board of the International Fire Service Journal of Leadership and Management (2008 – Present).

Member, Board of Directors of the International Fire Service Research Center and Policy Institute (2007 – Present).

Member, University of Florida Advisory Board for Fire and Emergency Services Bachelor's Program (2008 – 2009).

Director at Large, EMS Section of the International Association of Fire Chiefs (2006 – 2008)

Member, National Centers Task Force of the International Association of Fire Chiefs (2006 – 2007)

Member, National Fire Protection Association Technical Committee on Incident Management Professional Qualifications (2006 – Present)

Member, Professional Development Committee of the International Association of Fire Chiefs (2002 – 2007)

Member, EMS Workforce Taskforce of the National Registry of Emergency Medical Technicians (2005 – 2006)

Editorial Board for Fundamentals of Fire Fighter Skills. Jones and Bartlett Publishers: Sudbury, MA. (2004).

President, Fire Chiefs Association of Broward County (2002 – 2004).

Member, National Fire Protection Association Subcommittee on Self-Contained Breathing Apparatus. Responsible for NFPA 1981. (1990-1992).

Member, Broward County Regional Emergency Medical Services Council, (1992- 1997)

PROFESSIONAL MEMBERSHIPS AND HONORS:

International City County Management Association
Florida City County Management Association
Meritorious Service Award – IAFC Emergency Medical Services Section
International Association of Chiefs of Police
International Association of Fire Chiefs
National Fire Protection Association
Metropolitan (Metro) Fire Chiefs
Florida Fire Chief's Association
American Society for Public Administration
Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
Chief Fire Officer Designation – Commission on Fire Accreditation International (CFO)
Nationally Registered Emergency Medical Technician – Paramedic (NREMT-P)
Fellow - Institution of Fire Engineers (FIFireE)
Certified Public Pension Trustee – Florida Public Pension Trustees Association (CPPT)

DIANNE G. WRIGHT, MPA

SENIOR CONSULTANT — FITCH & ASSOCIATES, LLC

Unique Qualifications

Expertise performing financial and operational reviews for public safety organizations
30+ years executive and consulting experience with county and municipal agencies

Senior Consulting Experience

Financial reviews and service funding options development —

Emergency medical service providers including fire departments, city service providers, hospitals, for-profit and volunteer agencies, 1998 to Present.

Financial and operational pre-due diligence valuations —

Non-profit and for-profit ambulance services seeking purchase or sell, 1998 to Present.

Miami Urban Area Security Initiative (UASI) grant project management —

Overseeing project plans, jurisdictional budgets, procedures and administration tasks associated with the multi-year, multi-million-dollar project, 2003 to 2009.

Governor's Financial Crisis Oversight Board staff —

Overseeing City of Miami contracts and budget reviews, 1998 to 2003.

Incorporation and initial budget development —

Develop financial basis, first and second year budgets and service transition negotiations for the Town of Miami Lakes, Florida, 2000 to 2001.

Incorporation and initial budget development —

Develop financial basis, first and second year budgets and service transition negotiations for the Town of Cutler Bay, Florida, 2005.

Employment Positions – Miami-Dade County, FL

Assistant Director, Fire Rescue Department, 1987 to 1998.
Finance Division Chief, Public Works Department, 1984 to 1987.
Budget Analyst, Office of Management and Budget, 1979 to 1984.

Competencies

- Government Budget/Finance
- Project Management
- Technical Writing

Education

- M.P.A. Public Administration
- B.S. Environmental Technology
- B.S. Housing and Design

E-mail: dwright@fitchassoc.com June 2016

GANG WANG, Ph.D. gang.wanggang@gmail.com

17170 SW 49th PL, Miramar FL 33027 313-213-7658

SUMMARY

Studied more than sixty emergency services operations using data-driven techniques to determine the most efficient organizational structures to provide public safety services. Ability to effectively lead teams through complex issues and deliver results to meet project timeline. Excellent and experienced communicator in creating and delivering senior management presentations.

PROFESSIONAL EXPERIENCEF

Fitch & Associates, Senior Associate **2015 – Present**

Primarily responsible for collecting, processing and analyzing data, and writing and presenting findings internally and externally.

Center for Public Safety Management (CPSM), Senior Manager
International City/County Management Association (ICMA), *Senior Manager* **2008 – 2015**

Involved in all phases of projects including initial data collection, on-site interview, large-scale data processing, statistical analysis, creating data reports and final client presentation. Completed more than sixty public safety studies of fire and emergency medical services. The fire and EMS studies focus on analyzing fire department, emergency medical service (EMS) agency, and private ambulance service in terms of workload, deployment, and response time. The results are often used to make major budget decisions and operational process improvements. The studied cities and counties have covered the entire spectrum of size (from population of 10,000 to a million) and location (30 states). The studies face intense public scrutiny and discussion.

Ford Motor Company/Visteon Corporation, *Consultant* **2003 – 2008**

- *Behavior Decision Making and Insights:* Designed and deployed engineering decision making surveys, interviewed Chinese and American automotive engineers to understand the cross-cultural differences in risk preferences, risk perceptions and risk attitudes.
- *Manufacturing Process Improvements:* Assessed manufacturing complexity levels of four Visteon plants. Developed a quantitative system to recommend cost effective methods of handling manufacturing complexity.
- *Product Portfolio Selection:* Investigated U.S. regional differences in customers' vehicle color preferences and developed an optimization model to select the best production portfolio of exterior color mix for any car model.
- *Investment in Focused Factory:* Interviewed key stakeholders and identified cost centers and activities. Developed a simulation based system to estimate the investment cost and associated uncertainty.
- *Supply Chain Sourcing Optimization:* Analyzed hundreds of product and component specifications. Developed web based IT system to implement the product development process and a set covering optimization model to select the most cost effective sourcing portfolio to meet a variety of product requirements.

EDUCATION

Ph.D. (08/08): Industrial Engineering, Wayne State University, Detroit, Michigan
M.E. (08/03): Management Information System, Chongqing University, Chongqing, P.R. China
Dual B.S. (08/00): Management Science, Industrial Design, Chongqing University, P.R. China

PUBLICATIONS

- Wang, G., R. B. Chinnam, I. Dogan, Y. Jia, M. Houston and J. Ockers. 2014. "Focused factories: a Bayesian framework for estimating non-product related investment." *International Journal of Production Research* 53 (13).
- Wang, G., B. Nepal, L. Monplaisir and S. Ponsock. 2011. "Integrated Framework for Component Variety Management: A Case Study." *Integrated Journal of Services and Operations Management* 10 (1) 74-93.
- Chelst, K., G. Wang. 2006. "Good Management: The Missing XYZ Variables of OR Texts." *Perspectives in Operations Research: Papers in Honor of Saul Gass' 80th Birthday*, College Park, Maryland.
- Song, Y., F. Liu, G. Wang and J. Miao. 2004. "A Reference Model of Information Exchange in Networked Manufacturing." *China Mechanical Engineering* 15 (16) 1458-1461.
- Wang, G. and J. Deng. 2002. "Two layered production pattern and its application technologies for mass customization", *Proceedings of the Tenth CUSMA Conference on Manufacturing Automation*, Cheng Du, China,

Brian McGrath
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brianmcg@cadnorth.com
http://www.cadnorth.com
(905) 646-5172

Summary of Qualifications:

- 20+ years Information Systems management and development in the public safety industry
- 15+ years Business and Systems Analysis in public safety software development
- Exceptional ability at requirements capture, analysis and documentation
- Fully conversant with all aspects of software product development and implementation life-cycle
- Experienced software developer of Public Safety Communications applications
- Excellent communications and interpersonal skills, comfortable at all organizational levels
- Solid base of operational experience in Public Safety Communications

Computer Skills:

- Visual Studio 2010, Visual Studio 2008, Visual Basic 6.0, SQL Server, ADO, RDO, CA-Clipper 5.x, C
- TriTech Software Systems RAPTOR Integration with VisiCAD/InformCAD Product Suite
- GIS Analysis, MS MapPoint integration, MapInfo, MapBasic, ESRI ArcEngine/NetEngine
- TCP/IP, Internet, Networking Administration
- Windows Server/Workstation Administration, Novell Netware
- MS Project, Visio, Word, Access, Excel, Outlook, PowerPoint

Professional Experience:

CAD North Inc. **Sept 2005 - Present**
Co-Founder/President
Providing business analysis, project management and software development services to the Public Safety industry

VB/SQL Systems Development
Develop and market an automatic intelligent E911 pre-alert system (HeadStart911) that integrates seamlessly with VisiCAD, advising the dispatcher of caller location and paging the closest available paramedic unit based on real-time analysis of unit availability and street-level routing calculations. Reduces internal call processing times and dramatically improves emergency response times.

Custom Software Design and Development
Develop custom CAD-integrated solutions based on analysis of client systems and operational needs. Conduct business analysis and functional requirements capture based on Public Safety industry best practices.

Geospatial Analysis and EMS System Design
Provide consulting services and analysis related to High Performance Emergency Medical Services. Develop System Status Plans based on geospatial and temporal analysis of emergency incident data.

Manager, CAD and EMS Infrastructure **June 2005 – June 2007**
Regional Municipality of Niagara
Manage day to day support and ongoing development, testing and implementation for the VisiCAD computer-aided dispatch system at Niagara Ambulance Communication Service. Supervise technical staff of contract programmer and data analyst. Develop new applications and interfaces to support the Communications operations.

Brimac Systems Inc. **1999 – June 2005**
Founder/President
Providing business analysis, project management and software development services to the Public Safety industry

VB/SQL Systems Development
Develop and market a Real-Time Adaptive Training Simulator that interfaces with the VisiCAD Command dispatch system to provide an adaptive and compellingly realistic training environment for initial, recurrent and disaster simulation dispatch training. Simulator integrates with VisiCAD, creating incidents and generating AVL updated vehicle locations based on routing calculations, calculates vehicle status changes and generates audio radio messages based on user-defined scripts and scenarios.

Client: Ontario Ministry of Health
Project Lead – VisiCAD Implementation **2004 – June 2005**
Determine, implement and test optimum VisiCAD configuration for Niagara Ambulance Communication Service. Implementation includes ProQA integration, AVL, mobile data and status reporting, Paging, FirstWatch, Bradshaw MARVLIS Suite. Develop and execute acceptance test plans. Develop and maintain project plan and related project documentation.

Client: University of Toronto, Mechanical and Industrial Engineering
VB/SQL Systems Developer **2002 – 2003**
Develop a custom real-time and historic fleet performance display system integrated with the TriTech VisiCAD Computer Aided Dispatching System. Displays most recent incident performance by priority, monitors performance of ongoing responses, current and historic fleet utilization statistics.

Client: TriTech Software Systems,
Business Analyst **1999 – 2004**
Work closely with TriTech's Police, Fire and EMS clients and Project Managers to define and implement software and interface configurations that meet the Client's expectations of the VisiCAD mission critical resource deployment system capabilities. Determine and document client-specific product enhancement and interface requirements.

- Communicate effectively with all levels of the Client, Prime Contractor and Subcontractors to clearly define and document functional requirements, use cases and test cases.
- Analyze Client's operational model and information requirements and determine optimum system configuration.
- Travel extensively to facilitate on-site requirements capture workshops with domain experts and perform system analysis
- Develop complete functional and technical requirements including User Interface prototypes, use cases, test cases, domain and data models, interfaces to other Vendor systems such as mobile data, radio, automatic vehicle locating (AVL), E911, criminal justice records check, records management systems, automated paging, CAD-to-CAD
- Develop and execute Acceptance Test Plans based on documented business and functional requirements.

Toronto Ambulance Service **1981 – 1999**
Manager, Communications Systems **1995 – 1999**
Lead a team of eight programmers, network administrators and system support specialists as they manage the Computer Aided Dispatch System and Business Information Networks.
Full responsibility for:

- Determining business and system IT requirements for all levels of the department
- Developing functional specifications for new systems and system modifications
- Setting system development priorities and timetables
- Identifying and managing resource needs and critical path issues
- Coordinating with Training and Operations to ensure systems and enhancements are brought online smoothly and on schedule
- Reviewing implementations with client users to determine subsequent refinements
- Administrative and Mission-Critical CAD network administration and security.

Highlights:

- Developed Functional Specification Documents and Request for Proposal document for replacement Computer Aided Dispatch (CAD) system for Toronto Ambulance
- Evaluated bids for replacement CAD system and advised Senior Staff during the selection of preferred vendor
- Reviewed and approved Interface Functional Specification Documents relating to Automatic Vehicle Locating, Paging, E911/ANI/ALI, Hospital Emergency Room Status, Vehicle Status Messaging and the Radio/Telephone System
- Project Manager for the implementation of TriTech Software Systems CAD replacement for Toronto Ambulance Service
- Developed and integrated an AVL Display system with the existing CAD System. Displayed Incident and Unit locations in real time.

Coordinator, Information Applications Group **1990 – 1995**

With a staff of three, developed network access to real-time analysis of CAD information and summary databases.

- Conduct statistical analysis of system performance based on data from CAD system
- Develop real time statistical and decision support applications
- Develop functional specifications for CAD system enhancements
- Project management related to Communications Centre

Highlights:

- Developed a Gateway Server application to mirror CAD active incidents on the administration network to support programs that provided detailed real-time information and analysis without impacting the production CAD system.
- Designed and implemented a real-time Quality Assurance Paging system using mirrored CAD data to provide reporting on operational performance exceptions and monitoring of response time and System Status Plan compliance.
- Designed/developed real-time System Status Plan display system for in-house CAD.
- Planned/managed relocation of the 800+ calls/day Communications Centre to new facilities

Communications Supervisor, Quality Assurance **1985 – 1990**

Monitored operational performance of Dispatchers and operational dispatch processes.

- Review Operational Performance and develop proposals for modifications to procedures to ensure that performance results kept pace with performance goals.
- Develop the functional specifications for CAD system enhancements. Ensure that the CAD software project team clearly understands operational requirements. Oversee the testing and release of new versions of CAD software.

Senior Dispatcher, CAD Training **1984 – 1985**

- Trained dispatchers in the operation of the Computer Aided Dispatch system
- Assisted in the development and presentation of CAD related training material
- Provided technical and operational support for CAD system after go-live

Dispatcher **1981 – 1984**

- Received E911 requests for Ambulance Service from the public in both Emergency and Non-emergency situations
- Triaged emergency calls based on Medical Priority
- Assign and track ambulance resources to emergency and non-emergency incidents
- Managed Fleet deployment to ensure rapid response to all incidents and requests for service

References:

Available upon request