

**Proposal to Conduct a
Fire Department Organization,
Effectiveness, and Efficiency Study**

CITY OF MASON, OHIO

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consulting group

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February 3, 2006

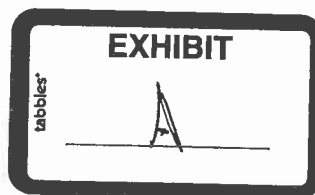


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February 3, 2006

Chief Ron Ferrell
Police Chief / Public Safety Director
City of Mason
Via Email
RFerrell@masonoh.org

Dear Chief Ferrell:

The Matrix Consulting Group is pleased to provide our response to your request for a proposal for conducting a Fire Department Organizational, Effectiveness, and Efficiency Study for the City of Mason. The Matrix Consulting Group is a firm comprised of highly experienced management consultants who specialize in the analysis of fire and emergency medical service issues.

A review of our proposal will show that the Matrix Consulting Group has extensive experience evaluating fire and EMS issues in Ohio and throughout the United States. We have provided you with references who will attest that we have consistently provided high quality consulting work, on time and within budget. Our team's fire service experience includes many successful recent projects. In just the past 18 months, for example, we have completed fire services studies in:

Barnstable, MA	Needham, MA
Bellingham, WA	North Kingstown, RI
Brattleboro, VT	Norwalk, CT
Clayton, OH	Peoria, IL
Highland, CA	Portland, OR
Indio, CA	Santa Clara County, CA
Lima, OH	Seminole, FL
Meriden, CT	Southlake, TX
Middletown, OH	Sunnyvale, CA
Milwaukee, WI	Tipp City, OH
Napa, CA	York, PA

It should also be noted that we are currently contracted by the following communities to conduct similar work:

Clive, Urbandale & West Des Moines, IA	Pinellas Sun Coast Fire District, FL
Plymouth, MA	Reno, NV

. This breadth of experience will allow our principals to quickly identify and understand the issues facing the City of Mason and the Fire Department.

Our approach to conducting studies such as this one focuses on thorough research, detailed analysis and interaction with our clients. Our approach to conducting this study will be characterized by the following:

- **At least one principal of the firm would be directly involved in the provision of each facet of the consulting engagement.** This includes field interviews and data collection. For this project we would assign one of our three company officers (Travis Miller, a Vice President) as well as a Senior Manager in our public safety practice (William Gay). There would be no junior staff involvement.
- **We staff our projects with functional specialists, not generalists.** Each of our project team members have extensive experience conducting fire studies; one of our team members has not only an analytical background but previously was a fire chief in two departments.
- **We believe in high levels of input in our assignments.** Typically, we individually interview each manager and specialist staff position. We also conduct group interviews at stations. Finally, we utilize a confidential survey to maximize input from staff.
- **We provide detailed analysis for each recommendation.** Our reports are not based on opinions or generalities, rather on thorough and detailed analysis of operational issues and alternatives.
- **We provide thorough implementation assistance to our clients** in terms of who is responsible for implementing each recommendation, the timing associated with change, the performance measures to monitor the effectiveness of the change and the costs and/or benefits.

We believe that each of these elements is critical to ensuring that the City of Mason has a successful experience with their consultant. If you have any questions, please do not hesitate to contact our proposed project manager, Travis Miller, at 972-871-7950 or at tmiller@matrixcg.net. We look forward to the opportunity to work with you.

Matrix Consulting Group

Richard Brady
President

1. INTRODUCTION

The Matrix Consulting Group is a national management consulting firm which was formed in 2002. However, the principals of the firm have worked together in this and other firms for more than 20 years on a wide range of public safety management studies and master plans. All of the members of our proposed project team were formerly employed by another national management consulting firm where we worked together as its public sector management consulting and public safety specialty practice. The Matrix Consulting Group is dedicated solely to the provision of services to local government.

Our firm maintains offices in California (where we are incorporated), Texas, Illinois, Massachusetts and Virginia. The principals have provided consulting services to local government for between 10 and 30 years. Our firm currently has 12 full time staff and four part time consultants.

We work closely with our clients to provide detailed analysis that leads to the implementation of needed change. Key elements of our approach to providing consulting services to local governments include the following:

- Principals of the firm manage and serve as field analysts on all of our projects.
- We are specialists, not generalists. Each member of our proposed project team has extensive experience conducting fire service, emergency medical and emergency communications operations and management reviews. Overall, members of our firm and project team have worked with approximately 200 fire/EMS agencies in Ohio and across the country.
- We maximize field time because we recognize that our clients' operational issues are in their offices, not ours.
- We take pride in meeting project schedules and exceeding project objectives.
- A personal commitment by our project team members to assist our clients in implementing appropriate solutions to organizational and operational issues.

This philosophy has led our clients to improved operations, cost effectiveness and efficiency as well as high rates of implementation.

Matrix Consulting Group is an equal opportunity employer and does not discriminate in any fashion in regard to race, sex, national origin, political affiliation, disability (handicap), and age, where protected by law, or any other non-merit or non-occupational related factor.

2. SCOPE OF SERVICES

This section of our proposal provides a summary of the overall project approach taken by the Matrix Consulting Group as well as the detailed work plan for meeting the City's objectives.

1. BACKGROUND TO THE STUDY

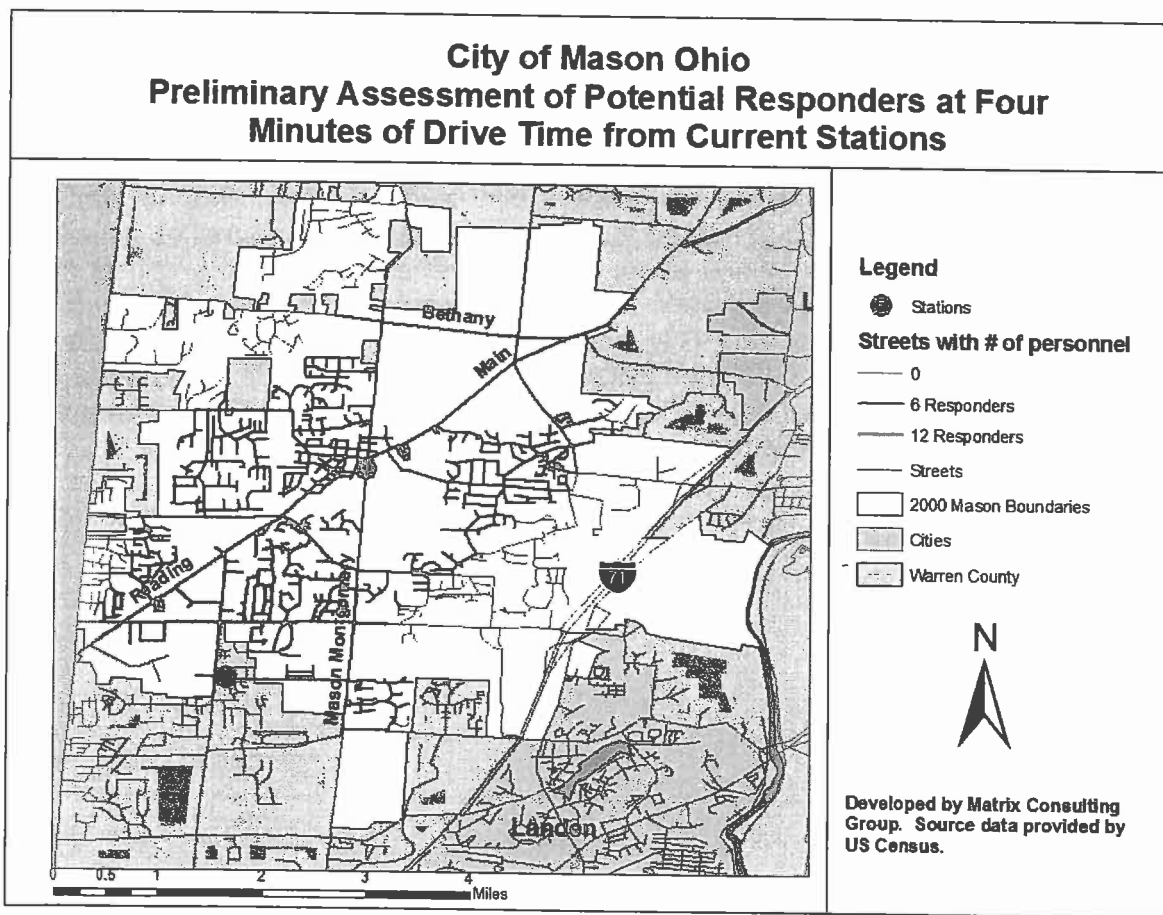
The City of Mason is located approximately 25 miles north of Cincinnati, Ohio, in Warren County. The current population is estimated at 30,000 residents covering roughly 18 square miles. The City operates under a Council / Manager form of government. The City anticipates rapid growth over the next five years. As a result, initial planning has begun to add a third and possibly fourth fire station in the near future.

The following points summarize staffing and operations of the Mason Fire Department:

- The Mason Fire Department consists of 70 fire and emergency medical personnel, 23 of which are full-time employees. Full time staff consists of a Fire Chief, Deputy Chief, three Shift Supervisor/Battalion Chiefs, two Fire Inspectors, 15 Firefighter/Paramedics, and a full-time Secretary. In addition, the City Council has recently authorized nine new full-time Firefighter/Paramedics. Additional part-time personnel are utilized to staff fire and EMS vehicles.
- The Department handles approximately 3,000 responses each year, utilizing 17 vehicle, including 2 Quints, 2 pumpers, 1 100 foot tower ladder, one heavy rescue/hazardous materials truck, 4 paramedic vehicles, one paramedic response car, two fire inspector vehicles, and one additional staff vehicle.
- Daily shift staffing consists of 12 personnel assigned as follows:
 - Quint 51: Crew of 3
 - Quint 52: Crew of 3
 - Medic 51: Two personnel
 - Medic 52: Two personnel
 - Paramedic Chase Vehicle: One
 - Command Vehicle: One Battalion Chief
- Dispatching is provided through Warren County Emergency Communications and 911 Center.
- The Department has mutual aid agreements with surrounding departments with automatic dispatch protocols in place.

- The MFD is funded through a 5 mill property tax levy. In 2004, revenue generated from the levy was \$4.2 million. The Fire Department's 2005 budget was approximately \$4 million.

As an illustration of the Matrix Consulting Group's GIS capability to evaluate fire station locations and resource deployment, our firm developed a preliminary assessment of response capabilities given current station locations. **Please note that this analysis relies upon publicly available GIS data files and travel time assumptions.** The Matrix Consulting Group recognizes that annexations, additions to the road network, and different assumptions will alter the results presented below. If selected these assumptions and data would be updated to more accurately reflect current operating conditions. The analysis below is presented as an illustration of Matrix Consulting Group's GIS capabilities and fire station location and resource deployment methodology.



The map above shows the number of potential stations able to respond to an emergency scene at four minutes of drive time from current station locations. Note that while current station locations provide a significant level of coverage at four minutes, particularly in the center of the city, there are areas of the City (i.e. Northwest, and

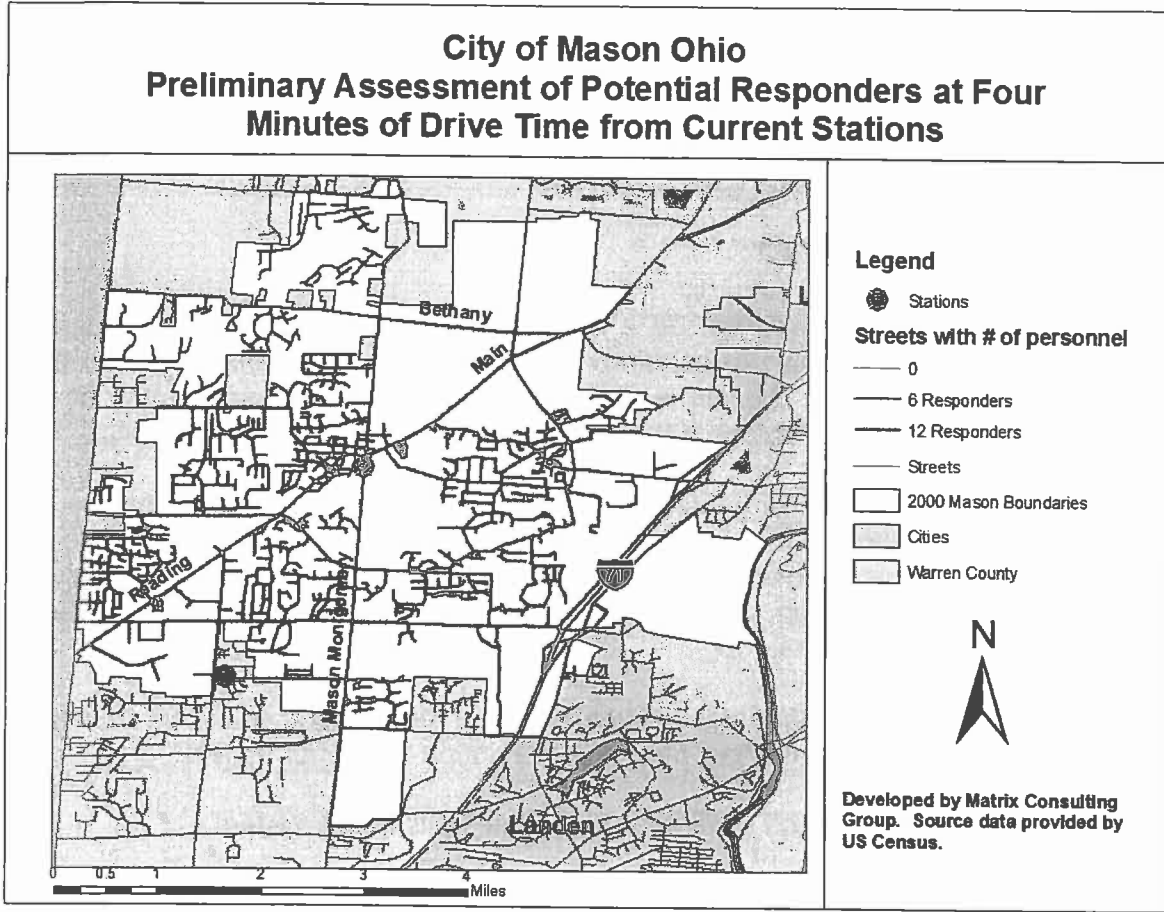
Southeast) where this standard can not be met. In addition, the GIS model produces statistics based on the number of road miles covered within a four minute drive time, by potential number of stations. Please note that actual calls for service data would be added to this analysis. These statistics are shown in the table below:

**Road Miles Covered at 4 Minutes of Drive Time
By Station Overlap**

Number of Personnel	Road Miles Covered	Percentage of Total
0	50.7	38%
6	62.5	47%
12	20.0	15%
Total	133.2	100%

As shown above, the model predicts that approximately 62% of all road miles within the City can be reached by at least six personnel within four minutes of drive time. Moreover, approximately 15% of road miles can be reached by twelve personnel or both stations.

The next map shows the capability of the Department, based on current station locations, to deliver a structure fire response within eight minutes. For illustrative purposes, Matrix Consulting Group utilized the standard of twelve personnel as an initial structure fire response. Assumptions about service level standards are a critical first step in evaluation resource deployment. These assumptions would be thoroughly discussed with the Department and City management if selected. This analysis is presented to demonstrate the GIS capabilities and analytical methodology utilized by Matrix Consulting Group. The map below shows the areas of the City where the structure fire response objective is met:



As shown above, the GIS model predicts that 12 personnel can reach a substantial portion of the city, particularly in the central area. Again, coverage statistics based on road miles were produced:

**Road Miles Covered at 8 Minutes of Drive Time
By Station Overlap**

Number of Personnel	Road Miles Covered	Percentage of Total
0	0	0%
6	27.9	21%
12	105.3	79%
Total	133.2	100%

Note that the model predicts that approximately 80% of road miles can be reached by 12 personnel within eight minutes of drive time. In addition, approximately 100% of all road miles can be reached by at least one station within eight minutes of drive time. Again, these figures are only examples of the GIS capabilities of Matrix Consulting Group. Actual call for service data, agreed upon service level standards, and updated GIS data would be used in the above analysis.

The preceding analysis highlights the basic analysis that would be performed by the Matrix Consulting Group. Additional analyses would include assessing the impact of current and future station locations on total and average response times, percentage of actual emergency calls covered, as well as the projected total and average response times after adjusting for concurrent calls for service.

2. SCOPE OF THE PROJECT

In May 2005, the city experienced a fire that resulted in total loss of property. This event served as the impetus to scrutinize the operations and management of the MFD. To that end, the City of Mason is seeking a comprehensive assessment of its Fire Department. The primary factors in the scope of services include the following:

- Evaluation of service delivery (fire, EMS and other specialty services) Citywide.
- Assess overall management of the Department including the use of proactive management tools such as incident command, pre-fire planning, incident critiques and other factors.
- Evaluate personnel management issues including recruitment, selection, training, health and safety programs, performance evaluation and other factors.
- Review overall staffing and staffing on individual units in the system.
- Assess location of fire stations and resource deployment to ensure continued service delivery responsiveness.
- Evaluate the utilization of mutual aid agreements as part of service delivery.
- Compare current programs and services to regional and national trends and standards of service.
- Evaluate training, fire inspections, fire prevention, fire investigations, fleet maintenance and other support services.

The following section of our proposal provides a detailed description of our approach to conducting a management study such as this.

3. PROPOSED PROJECT APPROACH

This section of our proposal provides our proposed work plan for conducting the Organizational, Effectiveness and Efficiency Study. A timeline for completing the scope of services is provided in the following sub-section.

Task 1 Identify Key Issues Impacting the Delivery of Fire Services in Mason.

The purpose of this first task is to develop an initial understanding of the major staffing, operating, management and programmatic issues facing the Mason Fire Department. We will develop this initial understanding of key study issues by conducting individual interviews with:

- Each member of the City Council.
- City Manager.
- Public Safety Director / Police Chief.
- The Fire Chief and top management staff in the Department.
- Labor representatives in the Fire Department.
- Representatives of other public service providers in the City.
- Other municipal and community representatives as identified in our initial interviews.

These initial interviews will focus on perceptions related to service levels, costs, programmatic and management issues in the Mason Fire Department. Some of the issues reviewed would include the following:

- The historical basis for this study and the City's current interest in increasing the effectiveness and efficiency of the Fire Department.
- Any operating or financial pressures facing the Fire Department and the City.
- Impacts of growth in the City specifically as they relate to changing service level expectations and changing demands for service.
- Issues regarding coordination with other City services and operating departments.
- Issues regarding the inter-relationship of the Mason Fire Department with other emergency service providers in the region, including the Police Department.
- Other issues, as appropriate.

After these interviews, we will finalize our work plan and develop a week-by-week project schedule. We would also develop an initial issues list of expressed concerns which would need to be addressed during the course of the study.

Task 2 Develop a Questionnaire for All Employees to Provide Input into Organization, Service and Management Issues.

It is also important for the project team to provide all employees the opportunity to provide us with feedback. This input needs to be obtained at the beginning of the project before we conduct our in-depth analysis of the organization. In addition to extensive one-on-one and group interviews we would prepare an anonymous questionnaire to be distributed to all departmental staff. This questionnaire would document the following:

- Attitudes toward organization and management which impact job satisfaction such as leadership, performance evaluation, internal communications, and other issues.
- Attitudes toward the level and quality of services provided by the Department and implications regarding resource deployment and scheduling.
- Attitudes regarding the delivery of emergency medical services in the City.
- Attitudes toward the adequacy of equipment and related resources available to employees to accomplish their jobs and deliver services to citizens in the City.
- Attitudes toward training and other departmental support characteristics and systems.

Once distributed and returned to our office, the questionnaires would be analyzed and summarized. We would make the summary available to all employees as well as review it with departmental management and the project steering committee.

Task 3 Develop a Comprehensive Inventory of Current Fire Department Operations, Personnel and Key Management Systems.

To provide a basis for subsequent analysis, the project team will develop a detailed understanding of all aspects of the current organization and operations of the Mason Fire Department. The principal focus of this informational foundation would be the functions included within the scope of this study. The paragraphs, which follow, identify the nature and type of data we will collect in developing this initial detailed inventory.

- **Document the overall departmental plan of organization and staffing.** Through interviews with the Fire Chief, command and support staff, and review of available organization charts, shift schedules, and other relevant documents, we will develop a detailed understanding of the current plan of organization and staffing to include:
 - Organization structure.

- Number and type of staff assigned to each engine and truck company.
- Approaches to scheduling.
- Current staffing philosophies and review of the employee contract to include approaches to minimum staffing by station, unit and shift.
- Basic job responsibilities and work time allocations of all administrative and command staff and other administrative and support personnel.
- Basic lines of responsibility and authority running through the organization.
- **Document key management documents and policies.** The project team will work with the Fire Department to develop a summary of key management documents, including:
 - Contracts with bargaining units.
 - Policies and procedures manuals.
 - Dispatch policies and protocols for each major call type.
 - Mutual aid and automatic aid agreements.
- **Document key personnel management information.** The project team will work with the Fire Department to document key personnel information, including:
 - Salaries and wages by classification.
 - Benefit descriptions and costs.
 - Turnover and longevity by classification.
 - Use of leave.
 - Overtime by person by major category (and by reason).
- **Develop a detailed understanding of the current fire suppression network.** Through interviews and review of key operating and response policy documents, the project team will develop a detailed understanding of the existing fire suppression network and service structure to include the following:
 - Location and related response area for each station.

- Age, basic characteristics, and any capital improvement needs associated with each of the stations in the existing network.
- Any plans to adjust the deployment of staff resources or stations.
- Assignment of staff and apparatus to each station.
- Basic response policies to each type of call received by the Mason Fire Department. This would include the number and type of apparatus dispatched by call type; staff resources dispatched by call type; and involvement in emergency medical responses.
- Response characteristics and deployment of staff resources to provide emergency medical services in the City.
- Current resources and approaches employed to handle fire dispatch and communications.
- Review of the most recent ISO rating, together with developing an understanding of deficiency points assessed.
- **Thoroughly document the City's and the Department's approach to fire prevention and code enforcement related services.** Through interview with Fire Department staff, analysis of existing codes and ordinances, and discussions with planning and building representatives of the City, we will focus on understanding all aspects of the Department's current approach to fire prevention related services. This would include:
 - Developing a detailed understanding of the organization and responsibilities of the Department's fire prevention services to include staff time allocations and assigned responsibilities involving inspections, plan checking, public education, and other fire prevention related activities, as well as responsibilities for fire investigation.
 - Current philosophies and contents of codes and ordinances related to "building in" fire protection in the City to moderate future demands for fire suppression resources.
 - Role of fire suppression personnel in the Department's overall fire prevention program to include company inspection policies and inspection frequencies, and other relevant activities in the fire prevention areas accomplished by fire suppression personnel.
 - Assess the integration of fire prevention and other programming into the City's overall risk management program.

- **Work with Fire Department staff to review any risk assessment inventories already assembled.** This might include such elements as the following:
 - Statistics relating to fire loss (life and dollar value) by response area of the City over the past five to ten years.
 - Statistics relating to the structures and population protected in each response area of the City. Included in this inventory would be expected to be some detailed understanding of the unique and special characteristics and higher risks in each response area of the City such as the following:
 - Population and socioeconomic characteristic of each response area in the City or other appropriate geographical division.
 - Counts and the estimated square footage of higher risk structures in each response area of the City.
 - Lists of the response and environmental impediments in each response areas, including such factors as traffic, topography, etc.
 - Any special response situations facing the City.
- **Documenting the Department's approach to emergency communications.** This will include documenting interface with the County, and the technology supporting dispatching and emergency communications.
- **Document how the Department is managed.** The project team will develop a comparable inventory of the management, administrative and internal communications systems utilized in the Fire Department. This information will provide a base upon which to assess issues associated with:
 - Departmental goals and objectives and mission.
 - How the Department measures accomplishments in meeting established goals.
 - How the Department plans and schedules work assigned to fire crews.
 - How formal and informal communications are accomplished in the Department.
 - The roles of all management and supervisory personnel (i.e., chief officers and shift officers).
 - Personnel management systems including hiring standards, promotional processes, performance appraisal systems, grievance handling procedures, etc.

- **Document the nature and scope of internal training programs and philosophies as well as the Department's personnel management systems to include:**
 - Basic assignment of training responsibilities to include training personnel as well as unit officers.
 - Departmental training philosophy.
 - Training facilities available to support departmental operations and the academy.
 - Approaches currently employed to evaluate individual staff member and company proficiency as part of the overall training program.
 - Approaches utilized to attract, recruit and retain employees in the Fire Department.
 - Personnel management systems relating to performance appraisals, records, promotions, grievance processing, etc.
- **Develop a detailed inventory of departmental apparatus and thoroughly document existing approaches and philosophies related to apparatus replacement.** In completing this sub-task, the project team will develop a detailed inventory of existing apparatus; thoroughly document existing departmental and City approaches to replacing fire apparatus to include financing approaches, timing, and other relevant information; and document vehicle replacement/purchase needs over the next ten years to include vehicle type, timing, anticipated cost and, as noted above, current financing provisions.
- **Document characteristics of current departmental hazardous materials control and response capabilities** including any issues related to how City and regional activities are coordinated with the Fire Department (e.g., permitting and regional response capabilities); and how the Department's initial response units are utilized, trained and supported; how the response and planning functions are regionalized and supported by the MFD.

To provide a basis for analysis of the efficiency and effectiveness of current fire suppression, EMS and support operations, it is necessary to develop a detailed understanding of both service levels and demand for service currently experienced by the Department. We plan to document workload and service levels from several perspectives as follows:

- On a City-wide and station-by-station basis, develop indicators of call and unit response volume by major call type over the last five years. Once collected,

these data will be analyzed to assess the extent to which various types of demand for service are changing in Mason.

- Develop a detailed understanding of the response requirements and plan of the Mason Fire Department including the number of units dispatched by type of call, how units cover each other when multiple units are required and the deployment and use of staff in support of ambulances.
- Through analysis of dispatch records, incident reports, and other appropriate documents, develop a detailed profile of calls handled by the Department to include:
 - Response times for all calls, by type of call and priority.
 - Amount of clock and staff time required to handle each call type and including the various elements of handling time:
 - "Reflex" time.
 - Travel time.
 - Set-up time.
 - Total on-scene time to the point at which the arriving unit(s) are cleared and available for another call.
 - The dispatch "queue" time associated with handling a call by the dispatch center.
 - The number of units dispatched by type of call.
 - The incidence of automatic and mutual aid in responses.
 - How runs are distributed, by unit, by time of day and day of week.
- The call for service information would also be utilized in the analysis of dispatch staffing and operations.
- The project team would also document the workloads of other functions included in the scope of this study, including:
 - Inspections.
 - Plan checks.
 - Fire investigations.
 - Public education programs.

- Training (academy and in service).
- Recruitment activities.
- The project team would also document the workloads and service levels of other departmental support functions, including:
 - Apparatus maintenance.
 - Hazardous materials management.
 - Supply.
 - Finance, human resources support, public information and other elements of administration.
- Document the use of part-time staff to fill in the Department's schedule.

The product of this task would be a detailed statistical and narrative profile which documents current services, organization, staffing and workload. The focus of this report would not only be descriptive – the analysis must also compare performance with service objectives and targets. This report would be reviewed with Fire Department staff and the project steering committee.

Task 4 Conduct "Benchmarking" and "Best Management Practices" Assessments of Current Operations and Service Levels.

The use of "benchmarking" and/or "best management practices" analysis is topical in the analysis of public and private sector agencies today. The content and characteristics of its use, however, can mean many things depending on the study team and the needs of the organization. Benchmarking has meant in many studies nothing more than general comparative analysis; in other studies it has represented a comparison to general standards of efficiency and effectiveness. The use of these techniques is to assist in the development of issues, not an end analysis through comparison.

- The project team would develop a detailed list of "best management practices" for use in a "diagnostic assessment" of each service function in the Fire Department included in this study. This diagnostic assessment would be developed to identify those areas in which the organization was meeting targeted service delivery objectives or standards of service efficiency or effectiveness. These 'standards' represent the project team's collective experience working with fire agencies over the past 20+ years.

- The project team would use the data collection activities conducted in previous tasks to assess the degree to which services or service levels conformed to the benchmark.
- Each service area diagnostic element would consist of the following:
 - A definition of the service level, efficiency or deployment target selected for each functional service area.
 - A description of the current performance of staff in the Fire Department in providing each service.
 - Identification of those areas in which the current delivery approach, practice or service level met or exceeded the target(s) selected and require no further study.
 - Identification of those areas in which service levels, approaches or practices represented potential improvement opportunities.
 - A description of the next step(s) which the project team should take to further evaluate the identified issues.
- As part of the professional standards assessment, the Matrix Consulting Group will review the current professional literature describing various performance standards and objectives in career fire / EMS departments. This will include, but not be limited to, the following:
 - Commission on Accreditation of Ambulance Services (CAAS)
 - Commission on Fire Accreditation International (CFAI)
 - Insurance Services Office (ISO)
 - National Fire Protection Association (NFPA)
- The Matrix Consulting Group will also conduct a survey of other mid-western communities with demographics similar to those of Mason. We will focus on obtaining completed results from at least six communities. Our selection of comparative communities would use the following types of criteria:

Population and Demographics	Economic Characteristics	Environmental Characteristics	Departmental Characteristics
<ul style="list-style-type: none"> • Community size • Age composition • Ethnicity • Growth 	<ul style="list-style-type: none"> • Per capita income • Tourism • Regional commerce • Industry (type) 	<ul style="list-style-type: none"> • Midwestern • Transportation • Entertainment • Open Space 	<ul style="list-style-type: none"> • Size • Composition of force • Other functions • EMS, fire activity

The survey will focus on a number of issues including the following examples:

- Departmental organizational structure.
- Response policies and objectives.
- The delivery of EMS services by the Fire Department.
- Methods for identifying new station needs and locations.
- Approaches to providing dispatch support to the fire department including how EMS dispatching is integrated into the process.

An interim report would be reviewed with the Fire Department and the project review committee in major progress meetings. These results would lead to a critical point – it would identify areas in which no further or minimal analysis is required and it would identify those areas requiring additional analysis in subsequent studies. These steps will also provide the City with some decisions to make regarding the establishment of performance standards for fire and EMS service delivery.

Task 5 Analyze Service Delivery Issues.

The purpose of this task is to evaluate several elements of existing approaches to utilization of line staff in suppression (operations). This task will address the number and use of line suppression positions required given targeted on duty staffing levels and employee availability issues related to scheduling. This analysis will include:

- Identify issues associated with fire resource commitments, including number of stations, locations, crew sizes, apparatus and equipment.
- Consider the current unit dispatch protocols (by call type) and consider opportunities to alter the current approaches to enhance the efficiency or effectiveness of response patterns.
- Evaluate the impacts of mutual and any automatic mutual aid.
- Analyze the EMS service delivery system include the following types of issues:
 - Number, type and deployment of EMS units.
 - Utilization of quality assurance and quality control to ensure service delivery.
 - Response times, performance, etc. of the EMS service delivery system.

- Evaluation of the opportunities to utilize technology to enhance the delivery of services in the City of Mason. Potential technologies for consideration may include:
 - Traffic preemption systems
 - Vehicle locator systems
 - Computers in apparatus for dispatch, mapping, pre-fire plans, facility information and other key data.
- Consider the impacts of growth on service demand over a 10-year planning period to include staffing (and station location) issues.
- Evaluate the feasibility of civilianizing some of the functions in the Fire Department which are currently staffed with uniformed personnel. This will be done using a series of formal criteria which focus on risk, skills required, supervisory impact and other factors.

Once the various fire and emergency service delivery options have been thoroughly evaluated, the project team will have the data base to evaluate the current station and response unit network. This task will involve the following approaches for assessing alternatives regarding the fire suppression and emergency medical network in the City of Mason:

- Compare projected call and service demand for the existing field units and isolate: (1) any current low volume stations where growth in the future is expected to be relatively minimal; (2) current high volume stations where service and workload demand may increase in future years (out through a 10-year projected planning period); and (3) low volume stations which may expect significant increases in service demand in future years. Based on the analysis, identify opportunities for changes in resource deployment and assess their cost and service impact in terms of current staffing, apparatus, and station requirements. Utilize a computer location model in conjunction with the analysis described above.
- Evaluate existing response and service level policies in light of actual service demand faced by the Mason Fire Department. Identify opportunities to modify service policies (response time for selected types of calls and selected areas; response to non-emergency calls, etc.) and evaluate the impact of modification on costs and departmental demands. Evaluate trade-offs between modification of current service levels or projected future service level targets and operating costs. Utilize computer GIS model to assist in this alternatives assessment.
- Based on an understanding of demand and field unit deployment, evaluate existing company staffing policies, unit deployment and response approaches,

and identify opportunities to reduce costs or improve staff utilization or service through adjustments in those policies.

- Analyze opportunities to adjust the mutual aid and automatic aid response system in the region.
- Analyze any opportunities to contract with other communities in the region.
- Assess the impacts of any changes recommended as a result of this analysis upon fire ground management and the ability to effectively respond to simultaneous suppression calls.

The Matrix Consulting Group has developed a comprehensive analytical, statistical and GIS-based approach for assessing the impact of various station locations. The Matrix Consulting Group used a process which examines the ramifications of station locations and unit deployments across a wide range of potential deciding factors. Examples of these include:

- Ability of the system to place at least one unit on-scene everywhere in the City within the performance standards.
- Level of station coverage overlap.
- Level of personnel overlap. Can a standard structure fire response get to 90% of calls for service within the targeted response time objectives?
- Impact on average travel time for the first-due unit.

The Matrix Consulting Group has developed a series of methodologies which enable us to not only examine but to also quantify these questions looking not only at the recent past / current situation but also at the projected future for the community.

Coupled with our ability to examine not only historical but also projected service demands, the approach we offer is extremely powerful. The project team will present many alternatives for consideration. In addition to station locations, the project team will also consider the impact of deployment and staffing decisions for front line units.

Task 6 Evaluate Fire Prevention, Training and Other Programs and Services Supporting Fire and Emergency Services in Mason.

The purpose of this task is to evaluate and analyze those key programs which complement and enhance the fire suppression and emergency services programs analyzed in the first eight tasks of the project. The project team would assess the following programs and activities in this task through interview, data collection to substantiate workloads and review of policies and practices:

- **Evaluate fire prevention and code enforcement policies and programs.** Fire prevention-related codes and ordinances and fire prevention activities of the Department can have a major impact on resource requirements. The purposes of this portion of the task are to thoroughly evaluate existing fire prevention policies, plans and operations, and to identify improvement opportunities. Basic steps required to complete this task include the following:
 - Evaluate the current policies, codes and ordinances related to fire prevention in the City of Mason and assess their impact on both current and projected future Fire Department operations. Complete a review of current codes and ordinances related to building and development and assess their impact on current and longer-range Fire Department operations. This would include, but not be limited to, existing philosophies and practices related to requiring sprinklering systems in various types of buildings; requirements for retrofitting existing structures; requiring other types of built-in protection; levying development fees to mitigate fire protection costs related to major developments; consideration of levying fees for non-educational services provided by the bureau (inspections, plan reviews, etc.) and others.
 - The second major component of this task will involve evaluation of the operations, capabilities and productivity of fire prevention-related activities of both fire prevention staff and the field fire suppression operation. Focuses of this analysis would include the following:
 - Conduct an in-depth review of fire prevention activities to include organization, staffing, staff utilization, scheduling and inspection frequency performance monitoring, and public information programs. Perform a detailed analysis of division workloads in terms of plan checks, inspections, and other activities.
 - Evaluate key links between central fire prevention and other City development activities such as planning, building, and the like. Identify areas where links and coordination could be improved to upgrade overall fire prevention impact on a Citywide basis.
 - Evaluate field operations services in the fire prevention area. This would involve drawing on the results of our previous analysis of field service workload and analysis of fire prevention division programs and services to answer such questions as the following: (1) Are field unit company inspection activities consistent with an effective fire prevention program? (2) Are field service and company inspection activities properly coordinated with central fire prevention division programs and services? (3) Are there opportunities to enhance the effectiveness of fire prevention programs by transferring selected inspection responsibilities from

fire prevention staff to the field unit level? What would be the impact of transfer on both staffing patterns and staff utilization at both the fire prevention unit and field unit levels? (4) What additional programs are needed to fill program gaps?

- Identify revenue enhancement options which have potential related to fire prevention programs and services. Include cost-recovery performance associated with existing fees and the potential to establish additional fees to support recommended programs and program enhancements.
- **Evaluate hazardous materials management programs**, including alternative level responses, capabilities and equipment / apparatus, as well as planning issues, program management and coordination with other agencies. This will include an assessment of the City's participation in regional service delivery.
- **Evaluate Emergency Management** issues and opportunities for the Fire Department. This will include an assessment of the Department's ability to provide services under the City's emergency preparedness plans, and to assess the Department's current efforts and capacity for seeking available grants from federal and state providers. This will include an assessment of current emergency plans, their comprehensiveness, coverage of weather, emergency, hazardous materials, nuclear plant and other foreseeable events.
- **Evaluate training, and staff development systems and practices.** The project team will assess the positive features and improvement opportunities which may exist in recruitment, training and other related personnel management programs within the Fire Department.
 - Identify and evaluate training provided to enhance management and supervision in the Fire Department.
 - In conducting these evaluations, we will interview training and personnel-related staff; document the processes used to advertise, screen and test candidates for positions at various levels.
 - Identify opportunities to increase the diversity in the Fire Department's overall workforce.
 - Document how training needs are assessed and in-service training provided at the field unit level.
 - Compare current recruitment, training and career development efforts with the best practices found in other progressive fire protection organizations.
- Are training facilities consistent with departmental needs?

- • What is the utilization of departmental training staff?
- • Are training services provided consistent with the needs of field operating units and the conditions in the City as identified earlier in this study? The project team would perform a detailed analysis of the actual training received by staff in the Department.
- • Do opportunities exist to better utilize training costs?
- • Do existing training programs focus on employee development as well as development and maintenance of basic fire protection tactical skills?
- • Are there opportunities to enhance skills training through increased joint action with neighboring jurisdictions?
- • Are there revenue or other improvement opportunities available by leveraging the existing training facilities?

- **Assess Personnel Systems** by evaluating the following issues:
 - Are recruitment and staff development strategies and activities based on a review of needs for the Fire Department including personnel needs to accommodate turnover and operations expansion? How proactive are staff in attracting the most highly qualified candidates to the Department?

 - Are there issues associated with the Department's promotional systems in terms of consistency, fairness, and the identification and preparation of highly skilled and motivated employees through training opportunities?

 - How is overtime managed in the Department? Are there opportunities to reduce the expenditure of overtime dollars?

 - Are there any FLSA issues?

 - How are firefighter and other employee health and safety issues addressed? Does the Department conform to Federal and State OSHA requirements? Is 'wellness' promoted in the Department? How is experience factored into changes to these programs?
 - • Availability of critical incident stress debriefing.
 - • Approaches used for emergency incident rehabilitation.
 - • General physical fitness programs in the Department.

 - Utilization of performance evaluations for staff.

 - Approaches used to control and minimize absenteeism from the MFD.

 - Methods used to maintain positive employee relations.

- Training and application of infection control and blood-borne-pathogen control methods.
- **Evaluate financial and operational support to the Fire Department.** The project team would also evaluate other operational support functions in the Department, including public information, billing and other financial services, disaster management, etc. This will include the current status of records keeping functions, the quality of records and information kept and reported, etc.
- **Evaluate fleet maintenance and apparatus replacement plans for the Fire Department.** The project team will focus on evaluating the cost-effectiveness of the current approach to maintenance of fire apparatus. In addition, the project team will assess current fire apparatus replacement planning – specifically as it relates to the current Capital Improvement Plan. In the previous Tasks focused on assessment of operations the project team will assess the proper mix of response apparatus given the variety of missions faced by the Department.

The product of this work task would be a detailed review of current approaches, staff utilization, programs and coordination approaches relating to each of the support and program areas listed above. Current practices and performance levels would be described in each service area, issues identified and alternatives assessed. The costs and cost savings associated with each alternative would be identified and described in detail. Steps needed to implement each recommendation would be provided.

Task 7 Evaluate Department Organization and Management.

In this work task, the project team will evaluate the Mason Fire Department's current plan of management organization and staffing. The analysis will focus heavily on the roles, responsibilities, and workload demands of all administrative and command personnel within the Department. Evaluation will take into account operations and the capability of the organization to respond to those requirements. In conducting this organization and management analysis, a variety of issues will be addressed including:

- Are current spans of management control too broad or too limited?
- Does adequate coordination and/or cooperation occur among the Department's various administrative support and field operating units?
- Are the Department's missions, goals, and values known in the organization?
- Are vertical or horizontal communications within the Department adequate?
- Are lines of authority and responsibility clear to all?
- Do program gaps exist within the Department which require organizational attention (e.g., planning and research, career development programs, etc.)?

- How does the Fire Department plan, schedule and control the work to be done?
- How is long range planning accomplished in the Department?
- Evaluate operations management, including incident command and large scale emergency preparedness. Has incident command been fully integrated into the Department's approach to responding to emergencies? Have other City departments been trained and integrated into this management approach?
- Are the Department's policy and procedure manuals/documents complete? Do major gaps exist relating to operations? Are policies and procedures consistently applied in the Department?
- Utilization of incident command, including adaptation of the national incident management system (NIMS).
- Utilization of post-incident critiques to learn from incidents, to identify training needs, to assess performance, etc.
- Overall use of quality assurance and quality control techniques to assess performance and to address opportunities for improvement.
- Are there accurate and timely measures of the performance of that unit? What information is available to managers to assess productivity, program performance and attainment of service levels? How is this information used?
- Evaluate management coordination with other emergency (e.g., Police Department) and non-emergency (e.g., development services) functions.
- What improvements are needed in records management and use of technology?
- How are managers and supervisors trained and supported in the Department?
- Does the City Manager and City Council receive the information that they need to provide an on-going assessment of the performance of the Fire Department?
- Are there opportunities to improve public information?

When the above analyses are completed, positive features of existing management systems and processes will be documented as well as improvement opportunities which may exist. Based on the answers to these and other questions, the study team will develop a plan of organization and management for the Mason Fire Department. This task will also include the analysis of revenue enhancement options.

Task 8 Combine the Results of All Previous Tasks into a Comprehensive Final Report and Implementation Program.

Completion of all the tasks listed above will result in the preparation of a final report summarizing issues and study recommendations. These reports (draft and final) and the associated implementation plan will consist of the following elements:

- A detailed set of recommendations addressing each are of the study; specific work steps required to implement each recommendation; timing for implementation; responsibility for implementation; and any costs or savings.
- A detailed capital improvement plan addressing any recommendations regarding changes / additions.
- Identification of specific proposals for revenue enhancements, as appropriate, for the delivery of fire, EMS, inspection and prevention services. This will include evaluation of opportunities to access state and federal grants, as well as opportunities to charge fees for responses.

The final report which will be reviewed in draft with the project steering committee. Once in final form, we will present the final report to the City, as appropriate, in a public meeting.

4. PROPOSED PROJECT TIMELINE

This project such should take approximately 14 weeks from the point of project initiation to the delivery of the final report. This time period allows for sufficient time for review of interim documents. A presentation to the City Council, if desired, would be made after the delivery of the final report The proposed timeline is shown, below:

Task / Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Key Issues	1													
2. Employee Survey														
3. Document Operations							2							
4. Best Practices / Comparison														
5. Analyze Fire Operations														
6. Analyze Prevention and Training														
7. Organization and Management														
8. Develop Final Report													3	

Meetings:

- 1: Kick-Off Project
- 2: Review Profile and Survey Results
- 3: Review Draft Report
- Thereafter: Present Report / Meetings

In addition, over the course of the next 90 days (from the proposal due date), the project office has the following booked commitments:

Consultant	30 Day Workload February (Hours)	30-60 Workload March (Hours)	60-90 Day Workload April (Hours)
Travis Miller	120	96	80
Bill Gay	128	96	96
Joseph Bravo	144	96	64
Total	392	288	240

The project team believes that sufficient time is available to meet the proposed schedule outlined above.

5. REQUIRED RESOURCES PROVIDED BY THE CITY

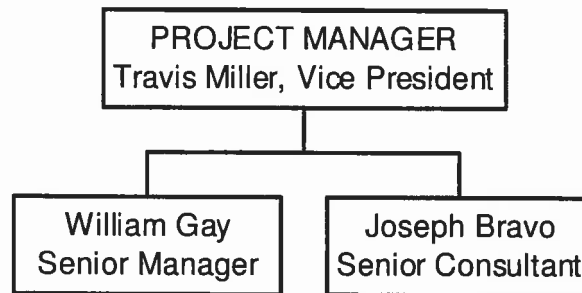
The Matrix Consulting Group minimizes the impact of analytical projects on the workload of City employees. The Matrix Consulting Group will develop a detailed data collection list to be acquired from the Fire Department or other City Departments. The project team will, however, handle all data collection. However, reports that can only be generated by City personnel (e.g. typically information from a City's information systems such as call for service data, personnel data) will be required from the City to complete the study.

In addition, City staff would need to be available for interviews by one of our staff. Typically, interviews take between 1.0 – 1.5 hours to conduct.

Finally, selected Department and municipal officials would need to be available for review and/or project steering committee meetings. As the proposed project schedule shows, we estimate that there will be at least three such review meetings. These meetings typically take between 1.0 – 2.0 hours. However, because most of these meetings would be centered around interim or final reports some preparation time would also be required by City staff.

3. PROJECT TEAM

The Matrix Consulting Group proposes to utilize a team comprised of senior personnel from our public safety consulting practice to conduct this assignment. There are no subcontractors on our project team. The organization chart, below, provides a graphical summary of our project team. Biographical sketches and resumes for each person on the project team can be found on the following pages.



The paragraphs, which follows, provides a summary of the main project roles for each person on the project team:

- TRAVIS MILLER** is a Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for more than 10 years. This experience includes: work as a budget and economic analyst for the State of New York (governor's budget office and the Metropolitan Transportation Authority); as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant to local government specializing in the analysis of public safety services. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety. Selected recent project have included – Clayton (OH), Middletown (OH), Tipp City (OH), Lima (OH), Fairborn (OH), Bellingham (WA), Reno (NV), Milwaukee (WI), Needham (MA), North Kingstown (RI), Washington County (FL), Walton County (FL), Lee County (FL), Indio (CA), Palm Coast (FL), Southlake (TX), Seminole (FL). Education: Mr. Miller graduated from the University of Rochester (NY) with both a BA and MS in Public Policy Analysis. ***Mr. Miller would be the project manager and have overall responsibility for the assignment including project design and quality control.***
- WILLIAM GAY** is a Senior Manager with the Matrix Consulting Group. Mr. Gay has wide-ranging experience in basic social science research, total quality management programming, management consulting, survey methodology, program planning, evaluation and training. His consulting accomplishments range from the development of action and research proposals to the direction of

management studies. Major research projects include a socio-economic analysis of sub-state regions; development of comparative fire/emergency medical service and police benchmark system, a fire station location model and police deployment plans. Mr. Gay also has broad experience in the area of program evaluation. His evaluation work has focused on the problems of program implementation, planned change and the feasibility of transferring innovations among public agencies. His local government management consulting experiences include studies of police, fire and EMS operations and pay and classification systems. Mr. Gay has a Bachelor degree from Albright college and a Master's degree from Ohio University. ***Mr. Gay would be the lead analyst for this assignment.***

- **JOE BRAVO** has several years of experience conducting fire and EMS service delivery assignments. His experience has included fire station location studies, fire master plans, management and staffing studies of fire and EMS operations as well as emergency communications and law enforcement studies. Mr. Bravo is also responsible for the development of our expanded GIS modeling capabilities and leads that practice within the firm. Mr. Bravo obtained both his BA (Political Science) and MS (Public Policy Analysis) from the University of California, Los Angeles (UCLA). ***Mr. Bravo would assist the project team in interviews and data collection, as well as focus on the GIS analysis.***

More detailed resumes for the proposed project team can be found in the following pages.

TRAVIS MILLER
Vice President, Matrix Consulting Group

BACKGROUND

Travis Miller is a Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for 10 years. This experience includes: work as a budget and economic analyst for the State of New York (governor's budget office and the Metropolitan Transportation Authority); as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant to local government specializing in the analysis of public safety services prior to founding Matrix Consulting Group. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety issues.

EXPERIENCE RELEVANT TO THE PROJECT

- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Anne Arundel County, Maryland
 - Clayton, Ohio
 - Indio, California
 - Keene, New Hampshire
 - Middletown, Ohio
 - North Kingstown, Rhode Island
 - Putnam County, Florida
 - Tipp City, Ohio
 - Walton County, Florida
 - Washington County, Florida

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:
 - Alachua County, Florida
 - Albany, New York

- Barnstable, Massachusetts
 - Bellingham, Washington
 - Chatham County, Georgia
 - Dennis, Massachusetts
 - Fairborn, Ohio
 - Farmington Hills, Michigan
 - Hall County, Georgia
 - Hilton Head Island, South Carolina
 - Lima, Ohio
 - Martin County, Florida
 - Meriden, Connecticut
 - Norwalk, Connecticut
 - Peoria, Illinois
 - Pompano Beach, Florida
 - Tallahassee, Florida
 - Venice, Florida
 - Wayland, Massachusetts
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. All projects included an analysis of fire station locations:
 - Lee County, Florida
 - City of Thompson and McDuffie County, Georgia
 - Scottsdale, Arizona
- Station location studies/plans for:
 - Broward County, Florida
 - Fort Lauderdale, Florida
 - Needham, Massachusetts
 - Palm Coast, Florida
 - Seminole, Florida
- Emergency medical service feasibility studies which also involved projecting service demand; recommending service level standards and objectives; identifying revenue sources and cost recovery strategies. Clients include:
 - Chesterfield, Virginia
 - Coral Springs, Florida
 - Escambia County and Pensacola, Florida

EDUCATION

Mr. Miller received his BA and MS from the University of Rochester (Public Policy).

WILLIAM G. GAY
Senior Manager

EXPERIENCE

Mr. Gay has wide-ranging experience in basic social science research, total quality management programming, management consulting, survey methodology, program planning, evaluation and training. His consulting accomplishments range from the development of action and research proposals to the direction of management studies. Major research projects include a socio-economic analysis of sub-state regions; development of comparative fire/emergency medical service and police benchmark system, a fire station location model and police deployment plans. Mr. Gay also has broad experience in the area of program evaluation. His evaluation work has focused on the problems of program implementation, planned change and the feasibility of transferring innovations among public agencies. His local government management consulting experiences include studies of police, fire and EMS operations and pay and classification systems.

EXPERIENCE

Fire, rescue and EMS clients include projects with the following communities:

- Albany, New York
- Alexandria, Virginia
- Baltimore, Maryland
- Bayonne, New Jersey
- Bloomfield, New Jersey
- Broward County, Florida
- Buffalo, New York
- Cheshire, Connecticut
- Columbia, South Carolina
- Dayton, Ohio
- Fauquier County, Virginia
- Fort Lauderdale, Florida
- Franklin Township, New Jersey
- Hilton Head Island, South Carolina
- Jackson, Mississippi
- Lansing, Michigan
- Lynchburg, Virginia
- Martin County, Florida
- Norfolk, Virginia
- North Kingstown, Rhode Island
- Plymouth, Massachusetts
- Queen Anne County, Maryland
- Richmond, Virginia
- San Jose, California
- Sarasota County, Florida
- Tulsa, Oklahoma
- U.S. Army Fire Service
- West Palm Beach, Florida
- Westerville, Ohio
- West Des Moines, Iowa

EDUCATION

Mr. Gay has a Bachelor degree from Albright College and a Master's degree from Ohio University.

JOSEPH J. BRAVO
Senior Consultant, Matrix Consulting Group

BACKGROUND

Joe Bravo is a Consultant in the Matrix Consulting Group. He is our GIS analyst for fire studies projects and serves this area from our office in Texas. Since joining our firm, he has specialized in the analysis of fire and EMS functions with a focus on GIS solutions.

EXPERIENCE RELEVANT TO THIS PROJECT

Completed Numerous Management, Operational and Station Location Studies of Fire / Rescue Departments for the locations listed below. In each case, Mr. Bravo completed operational profiles, developed and analyzed workloads, and evaluated performance of organizations based on industry benchmarks, including guidelines issued by NFPA. Additionally, Mr. Bravo has assisted numerous site optimization studies for the placement of fire stations. These studies have resulted in the identification of the need for additional stations, as well as the optimum placement of these structures. Clients served include:

- Clayton, OH
- Milwaukee, WI
- Norwalk, CT
- Peoria, IL
- Portland, OR
- Seminole, FL
- Sunnyvale, CA
- Middletown, OH
- Napa, CA
- North Kingstown, RI
- Plymouth, MA
- Reno, NV
- Southlake, TX
- Wilton, CA

EDUCATION

University of California, Los Angeles (UCLA): BA / Political Science; MS / Public Policy

4. PRIOR EXPERIENCE AND REFERENCES

The Matrix Consulting Group is a full-service local government management consulting firm. This section provides a summary of our relevant fire / EMS consulting experience. The table, which follows, provides a summary of our experience for the past 5 – 10 years:

Community	Community
• Alexandria, Louisiana	• Monterey County, California
• Alachua County, Florida	• Monterey, California
• Albany, New York	• Moreno Valley, California
• Americus, Georgia	• Napa County, California
• Anne Arundel County, Maryland	• Needham, Massachusetts
• Barnstable, Massachusetts	• North Miami Beach, Florida
• Bellevue, Washington	• Oceanside, California
• Bellingham Washington	• Orange County, California
• Bremerton, Washington	• Paradise, California
• Brisbane, California	• Pasadena, California
• Broward County, Florida	• Pebble Beach, California
• Burlington, Massachusetts	• Peoria, Illinois
• Capitola, California	• Phoenix, Arizona (Fire Fleet)
• Charlotte County, Florida	• Pompano Beach, Florida
• Chesterfield County, Virginia	• Putnam County, Florida
• Claremont, California	• Redmond, California
• Corte Madera, California	• San Clemente, California
• Cupertino, California	• San Fernando, California
• Danville, Virginia	• San Rafael, California
• Dinuba, California	• Santa Clarita, California
• Dixon, California	• Sarasota County, Florida
• Dublin-San Ramon	• Scottsdale, Arizona
• Escondido, California	• Snohomish County, Washington
• Fairborn, Ohio	• Sonoma County, California
• Greenville, North Carolina	• South Pasadena, California
• Hilton Head, South Carolina	• Stanislaus County, California
• Keene, New Hampshire	• Sun Prairie, Wisconsin
• Lansing, Michigan	• Tiburon, California
• Lima, Ohio	• Tipp City, Ohio
• Long Beach, California (Fleet and Dispatch)	• Tulare County, California
• Mariposa County, California	• Tustin, California
• Middletown, Ohio	• Visalia, California
• Monroe, Washington	• Walton County, Florida
• McDuffie County, Georgia	• Washington County, Florida

The following are projects which we have completed in the past eighteen months:

Client	Project Summary	Reference
<p>Middletown, Ohio</p> <p>Master Plan for the Fire Department</p>	<p>The Matrix Consulting Group completed this comprehensive management study of the Division of Fire. The project team was retained during a period of fiscal stress for the City and a major focus of the project was to maximize the efficiency of the Division while still maintaining targeted service levels throughout the City. Recommendations focused on increasing the number of medic units in the City while at the same time allowing minimum staffing to decline by 1-2 positions per day (with no staffing cuts). The reduction in overtime alone was more than \$200,000 annually.</p>	<p>Ron Olson Currently, Deputy City Manager City of Arlington, Texas</p> <p>817-459-6101</p>
<p>Clayton, Ohio</p> <p>Analysis of Fire Stations and Fire / EMS Master Plan</p>	<p>The Matrix Consulting Group was retained by this City of 13,000 to analyze the current fire station response network as well as to make recommendations for placing additional units. A major concern was the travel time for responding paid-on-call volunteers to each alternative station. The City faces the possibility of a major development which could double the size of the community. The project team recommended the development of a new staffed station in this area when it is initiated.</p>	<p>David Rowlands City Manager</p> <p>937-836-3500</p>
<p>Tipp City, Ohio</p> <p>Analysis of Fire Facilities and Fire / EMS Master Plan</p>	<p>The Matrix Consulting Group was retained by this City of 9,500 to evaluate their service delivery approaches and station network. The City provides service to several townships which increased its service area ten-fold from the size of the City. The Matrix Consulting Group evaluated an alternative station location and found that there would be a negative impact from removing the station from the area where most current paid-on-call volunteers live. We recommended that the current facility be maintained until a future date when a decision is made to move to full-time personnel.</p>	<p>David Collinsworth City Manager</p> <p>937-667-8425</p>

Client	Project Summary	Reference
<p>North Kingstown, Rhode Island</p> <p>Comprehensive Operational and Management Assessment of the Fire Department</p>	<p>The project focused on master planning fire station locations, management systems, staffing and operational needs in the Fire Department. The Town is geographically large with pockets of population, resulting in significant challenges for fire / EMS service delivery. The project team recommended an incremental approach to improving station distribution and staffing as well as a series of management improvements.</p>	<p>Rich Kerbel Town Manger</p> <p>401-268-1501</p>
<p>Needham, Massachusetts</p> <p>Master Plan for the Fire Department</p>	<p>This project focused on the deployment of personnel, stations and apparatus within the Town to best meet the fire and EMS service demands. Special consideration was given to the unique needs of the Town posed by Route 128, the Charles River, several radio / TV towers and a new college built within the Town (Olin Engineering College). The project team also focused on the delivery of fire and EMS services and on the gaps in current service delivery. Several alternatives were developed, analyzed and a final recommendation was made for short and long-term action by the Town.</p>	<p>Kate Fitzpatrick Town Manager</p> <p>781-455-7512</p>
<p>Barnstable Fire District, Massachusetts</p> <p>Management Study and Master Plan for the Fire District</p>	<p>The Matrix Consulting Group was hired to evaluate the delivery of service in this fire district (one of five in the Town of Barnstable). The primary focus of the study was to evaluate current staffing levels (which were found to be insufficient which led to higher than necessary costs) and the need for future station locations (which could also drive consolidation between one or more of the districts).</p>	<p>Robert Crosby Fire Chief</p> <p>508-362-3312</p>
<p>Keene, New Hampshire</p> <p>Management Study and Master Plan for the Fire Department</p>	<p>The Matrix Consulting Group conducted this management study and master plan for the City of Keene. The focus of this study was on the location for a headquarters station (maintain a current location and rebuild or make use of a recently purchased location). The project team also made recommendations to enhance the utilization of staff, to reduce reliance on overtime for responses and to improve the organization of the Department's management efforts. The Matrix Consulting Group was retained by the City to perform additional work in the spring of 2005.</p>	<p>John MacLean City Manager</p> <p>603-357-9804</p>

Client	Project Summary	Reference
<p>Peoria, Illinois</p> <p>Management Study and Master Plan for the Fire Department</p>	<p>The Matrix Consulting Group was retained to conduct a comprehensive management, staffing and operations study for the City of Peoria. One of the major issues facing the City and Department is the growth of the northern end of the City coupled with the continued demand for service in the center of the City and the downtown area. The project team's analysis focused on an assessment of the station network and provided an assessment of the need for several future station locations as the growth in the City continues. The project team also evaluated other issues including participation in EMS service delivery, management of prevention and reflex time and other response time issues.</p>	<p>Randy Oliver City Manager</p> <p>309-494-8556</p>
<p>Norwalk, Connecticut</p> <p>Management and Fire Station Location Study</p>	<p>The Matrix Consulting Group was retained to conduct this assignment by the City's Fire Commission. The study focused both on the management and operations of the study and on the need to open a new fire station in the northern end of the City (previous studies had suggested the need to do so). The project team's analysis showed that more than 95% of calls for service were within the current network's 4-minute drive-time areas and that concurrent calls were not impacting service delivery in the north. However, future development will require a new station in the Merritt-7 area.</p>	<p>Edmund Schmidt Mayor's Chief of Staff</p> <p>203-854-7701</p>
<p>Seminole, Florida</p> <p>Analysis of Fire Station Locations and Deployment</p>	<p>The Matrix Consulting Group was retained by the City and District of Seminole (in Pinellas County) to evaluate current and alternative fire station locations. The project team's analysis demonstrated the effect of adding an additional ALS unit at the main station as well as the impact of several station relocations (including once precipitated by a road construction project). The project team recommended the opening of a fifth fire station and the redeployment of another (road project) and the movement of existing units to maximize deployment options for the City and the surrounding fire district areas.</p>	<p>Dan Graves Fire Chief</p> <p>727-393-8711</p>

Client	Project Summary	Reference
<p>Indio, California Fire Department Management Study and Contract Analysis</p>	<p>The project team evaluated the current delivery of service by the RVCFD to the City. We also examined fire station location and deployment options and have recommended re-deployment of certain units, resulting in an annual cost mitigation of over \$1 million. The project team also recommended an increase in inspection staffing (with a linked increase in permit and inspection fees).</p>	<p>Mark Wasserman Special Projects Manager 760-342-6530 x 663</p>
<p>Palm Coast, Florida Analysis of Fire Station Locations and Master Plan</p>	<p>The Matrix Consulting Group was retained by the new city of Palm Coast (founded in 1999) to conduct a first-ever fire station location analysis. The City had inherited its existing fire stations from a countywide system and wanted to evaluate current locations as well as to identify the future locations required for the rapidly growing community. The project team recommended that the three existing fire stations be maintained, that two new ones be built as soon as practical and that a third new facility be planned for a 3-5 year planning period (the City anticipates growing from 35,000 to 60,000 in that time period).</p>	<p>Mike Beadle Fire Chief 386-446-6750</p>
<p>Bellingham, Washington Master Plan</p>	<p>The Matrix Consulting Group completed this management audit and master plan for this city in Northern Washington State. The agency provides fire and EMS services to a city of about 79,000 and EMS services to virtually all of Whatcom County. The project has recommended alternative mechanisms to finance EMS and future fire station construction, changes to management staffing (including the reduction of training staff) and various changes in operations and services.</p>	<p>William Boyd Fire Chief 306-676-6831</p>

Client	Project Summary	Reference
<p>Corte Madera, California</p> <p>Organizational and Management Study of the Fire Department</p>	<p>In this just completed assignment, the Matrix Consulting Group analyzed the overall organization and management of the Fire Department. The goals and objectives of this study were to provide the Town with a detailed analysis of the current organizational structure and management to identify areas for enhancement, as well as provide organizational alternatives. Some recommendations involved streamlining the organizational management to more efficient levels, enhancing internal communications regarding work assignments and prioritization, etc.</p>	<p>Jay Tashiro Town Manager</p> <p>415-927-5050</p>
<p>Dinuba California</p> <p>Fire Service Master Plan</p>	<p>In this project, the Matrix Consulting Group project team evaluated current and projected fire station locations not only for the municipal environment but also in the surrounding 400 square miles which they serve for emergency medical purposes. The study also examined opportunities to increase the use of volunteers as well as organizational and revenue generation issues.</p>	<p>Myles Chute Fire Chief</p> <p>559-591-5934</p>
<p>Highland, California</p> <p>Analysis of Fire and Emergency Medical Services</p>	<p>Conducted an analysis of fire and emergency medical services. Conducted a thorough review of the current operations and costs associated with the contract with CDF, the levels of service, and alternatives to the contract with CDF. Recommended an automatic aid agreement with the City of San Bernardino, the construction of a new fire station, relocating a medic engine to this new station, the continuance of the contract for fire services with CDF, the addition of performance measures to the CDF contract, and the requirement of sprinkler systems for new construction,</p>	<p>Joe Hughes Assistant City Manager</p> <p>909-864-6861 x203</p>

5. PRICE PROPOSAL

The Matrix Consulting Group proposes to conduct this assignment for a total fixed price of **\$42,000**. This price is inclusive of all professional fees and reimbursable expenses. The breakdown of professional fees and expenses is shown in the table below:

Task / Consultant	Miller	Gay	Bravo	Total
1. Key Issues	8	0	0	8
2. Employee Survey	8	0	8	16
3. Document Operations	16	16	24	56
4. Best Practices / Comparison	0	16	8	24
5. Analyze Fire Operations	16	8	8	32
6. Analyze Prevention and Training	0	16	0	16
7. Organization and Management	16	0	0	16
8. Develop Final Report	16	16	8	40
Total Hours	80	72	56	208
Rate	\$210	\$175	\$135	
Professional Fees	\$16,800	\$12,600	\$7,560	\$36,960
				Professional Fees:
				\$36,960
				Travel Costs:
				\$5,040
				Total Cost
				\$42,000

Note that approximately 80 hours of time will be spent on site conducting interviews and data collection. In addition the project team will be on site for interim report review meetings at which time additional interviews and data collection are typically conducted.

We would be prepared to enter into a fixed price contract for this amount. Our usual practice is to invoice for time and materials up to the contract price.