

## Proposal for

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# Fire Department Study Solicitation No. EM21-FDS02

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City of El Mirage, Arizona

July 27, 2021, 1:30 pm Arizona Time



# CPSM<sup>®</sup>

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
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## ICMA

Exclusive Provider of Public Safety Technical Services for International City/County  
Management Association

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July 27, 2021

Ms. Valerie Ojeda, Purchasing Administrator  
City of El Mirage / Finance Department  
10000 N. El Mirage Rd.  
El Mirage, AZ 85335

Submitted via email to: [vojeda@elmirageaz.gov](mailto:vojeda@elmirageaz.gov)

Dear Ms. Ojeda:

**Proposal for Fire Department Study, Solicitation No. EM21-FDS02**

The Center for Public Safety Management, LLC (CPSM) is pleased to submit this proposal to the City of El Mirage for its Request for Proposal (RFP) No. EM21-FDS02 for a Fire Department Study.

CPSM offers the City of El Mirage:

- More than 14 years of experience performing similar projects for municipal fire, rescue, and EMS departments nationwide using our unique methodology and industry subject matter expertise. This includes more than 329 similar studies in 44 states and provinces and 264 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Indiana). We have extensive experience performing studies for smaller departments ranging from Boone, Iowa to Grand Blanc, Michigan to Bulloch County, Georgia. The majority of our clients are municipalities ranging from 25,000 – 50,000 in population.
- CPSM’s unique and comprehensive approach that links operational information and service delivery systems with a review of the department’s response workload to establish the current state of the department’s service delivery. This approach will assist us in developing considerations and recommendations designed to increase the efficiency and effectiveness of the fire operational services- services delivery and resource allocation for the El Mirage Fire Department.
- An objective evaluation of the City’s fire rescue operations and utilization performed by seasoned professionals that bring not only diverse experience from their fire service careers but also from performing similar evaluations of fire, rescue, and EMS agencies nationwide.
- Comprehensive experience with automatic aid and the use of interlocal agreements for automatic aid. Our team has not only academic knowledge of the use of automatic and mutual aid, we have been practitioners and helped establish agreements and protocols for when each would be used in communities across the United States. Additionally, we have experience in the Phoenix metro area through several fire analyses for the Town of Queen Creek, which has agreements with other municipalities for automatic aid.

My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 616.813.3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us).

Sincerely,

Thomas Wieczorek  
Director, Center for Public Safety Management, LLC

# 1. Qualifications and Expertise

## 1.a. Firm Information

CPSM's business is exclusively focused on working with municipal governments and agencies responsible for the administration and/or operation of fire, EMS, or police services. The firm was started as part of the International City/County Management Association (ICMA), a non-profit organization founded in 1914 and dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA launched the Center for Public Safety in 2007 to provide support to local governments in the areas of fire, EMS, and police services. In 2014, as part of a restructuring at ICMA, CPSM was spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM maintains the same team of individuals performing the same level of service as when it was a component of ICMA.

The firm's principals are shown in Figure 1. All three principals have been with CPSM since its inception. CPSM's staff includes a team of 30 fire, rescue, and EMS subject matter experts, police subject matter experts, and data analysts.

Director Thomas Wieczorek	Managing Partner Leonard Matarese	Managing Partner Dov Chelst, PhD
<ul style="list-style-type: none"><li>•Expert in fire and EMS operations</li><li>•Served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.)</li><li>•Managed hundreds of studies similar to those required by the County of Santa Clara</li></ul>	<ul style="list-style-type: none"><li>•Specialist in public sector administration with particular expertise in public safety issues</li><li>•44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner</li><li>•Managed several hundred studies of emergency services agencies</li></ul>	<ul style="list-style-type: none"><li>•Leads the company's quantitative analysis unit</li><li>•Supported by data analysts specializing in the analysis of public safety data</li><li>•Managed and performed provided data analysis for hundreds of similar municipal police, fire, and EMS studies</li></ul>

Figure 1. CPSM's Principals offer significant experience in similar studies.

### 1.a.1. Areas of Specialty

CPSM specializes in local government technical assistance, including workload and deployment analysis for police, fire, rescue, and EMS services, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices. CPSM's process is based on the Commission of Fire Accreditation International's (CFAI's) Standards of Response Coverage methodology.

CPSM leverages research, consulting, and experience in managing over 300 public safety agencies to assess the workload and/or operations of client agencies. This involves data collection and analysis, interviews, comparison analysis, and observation. Recommendations are developed for balancing workload and service needs within local budgets. Our services are designed to assist our clients in achieving more efficient and effective public safety service delivery that is grounded in data and best practices.

#### The CPSM Approach

CPSM offers a unique and more comprehensive approach than ordinary accreditation or competitor studies. In general, our analysis involves the following major tasks:

- Conducting a data-driven forensic analysis to identify actual workload.

- Identifying and recommending appropriate staffing and deployment levels for every discrete departmental operational and support function.
- Examining the department’s organizational structure and culture.
- Performing a gap analysis, comparing the “as-is” state of the department to industry best practices and standards.
- Recommending a management framework to ensure accountability, increased efficiency, and improved performance.

CPSM has performed studies for small, medium, and large metropolitan police, fire, and EMS departments located in rural, suburban, and urban areas.

CPSM is headquartered in Washington, DC, with a quantitative analysis group based in West Orange, New Jersey, and subject matter experts throughout the U.S.

CPSM provides training and research for ICMA’s members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others. CPSM maintains the same team of individuals performing the same level of service as when it was a component of ICMA.

CPSM has a record of completing its projects on time, within the established budget, and in compliance with contractual requirements. We offer client references in Section 1.h. of this proposal as evidence of our performance. Many of our clients are repeat clients, coming back to us for additional studies or to update previously performed studies.

### **1.a.2. Relevant Field Experience in Evaluating Small Municipal Full-time Fire Departments**

CPSM has conducted evaluations of fire departments of similar size, demographics, budget, and call volumes as the EMFD and brings to experience and knowledge gained to this study for the City of El Mirage. We understand that each municipal department has its own unique requirements and need, and we are accustomed with tailoring our studies to each client’s specific circumstances and requirements. Our subject matter experts offer experience in small, large, volunteer, combination, and career fire departments, and they bring this knowledge and expertise to every project on which we work.

### **1.a.3. Conflicts of Interest**

CPSM does not have any conflicts of interest associated with performing the City of El Mirage Fire Department Study.

## **1.b. Experience Providing Fire Department Studies**

### **1.b.1. General Expertise**

CPSM specializes in performing independent, comprehensive assessments of police, fire, rescue, and EMS services departments and organizations. Our methodology is based on nationally recognized industry standards, guidelines, and criteria, including the Commission on Fire Accreditation’s Standards of Response Coverage. We follow a systematic approach to collecting, analyzing, and presenting data in an organized format. Our subject matter experts routinely review and evaluate agency budget and planning documents and provide assistance in developing strategic plans.

As part of our data collection process, we gather input from stakeholders via such means as interviews, survey tools, and stakeholder meetings. We regularly facilitate stakeholder meetings, which provide not only the opportunity to solicit stakeholder input but also to advise stakeholders of the assessment process. Through our work on hundreds

of similar studies, we are very familiar with public input processes and very accustomed to presenting study objectives, methodology, findings, and recommendations to varied stakeholder audiences. Our subject matter experts are experienced in addressing and incorporating stakeholder comments into study report documents.

CPSM has provided similar fire and emergency service department/agency review services for hundreds of municipal clients. Therefore, our subject matter experts are very experienced in reviewing, evaluating, and working with multi-agency partnerships and cooperative problem-solving.

The breadth and depth of experience offered by CPSM's accomplished and highly regarded subject matter experts allows us to identify and offer flexible and creative alternatives for the resolution of service and policy issues and improved effectiveness and efficiencies in delivering required fire and emergency services and meeting community needs.

#### **1.b.2. Fire Protection Service Expertise**

CPSM offers fire and emergency services subject matter experts who are not only career fire and emergency services professionals but also highly experienced in reviewing and assessing departments and agencies throughout the U.S. Our subject matter experts offer executive/management-level understanding of how fire protection services are financed and delivered. Through their experience in assessing municipal departments and agencies in their work for CPSM, they bring a broad experience that comes from understanding how different departments and agencies across the nation finance and deliver fire protection services.

CPSM is a nationally recognized expert in fire protection service organization analysis, including the financial analysis of fire protection service delivery systems. We specialize in this work and have completed hundreds of such analyses for municipal clients nationwide and in Canada. We routinely evaluate government structure options and assess the advantages and disadvantages of the consolidation or reorganization of service providers. We are able to offer our clients the kind of insight and creative options available from the broad scope of our experience. As a result of our studies, we have provided our clients with hundreds of recommendations for enhanced efficiencies and cost avoidance.

Our subject matter experts are knowledgeable and experienced in developing performance measurement criteria and applying benchmarking techniques in the evaluation of fire protection service delivery systems. We routinely work with nationally recognized industry standards, guidelines, and criteria such as the Commission on Fire Accreditation's Standards of Response Coverage and benchmark departments/agencies against municipalities with similar demographics, issues, and constraints.

#### **1.c. CPSM Project Experience**

CPSM has conducted similar studies in 44 states and provinces for more than 200 public clients. CPSM has conducted over 135 urban fire and EMS projects and more than 225 police/law enforcement projects with comprehensive management, operational, and staffing analyses. Studies have included report components and recommendations following the Center for Public Safety Excellence, Commission on Accreditation of Law Enforcement Agencies, and Commission on Fire Accreditation International standards. These projects have involved workload matching to staffing, review of investigations and specialized units, community risk assessments, fire and EMS consolidation analyses, analysis of emergency communications centers, fire and EMS department strategic plans, fire and EMS department staffing plans, and fiscal analyses.

#### **1.d. Three Similar Projects Within Last Five Years**

Brief descriptions of three projects performed within the past five years are provided below. Due to page limitations, please see the references in Section 1.h of this proposal for additional information on these projects, such as client reference and contact information.

Town of Queen Creek, AZ Standards of Cover Strategic Planning Report	Town of Exeter, NH Fire Staffing and Deployment Analysis	City of El Centro, CA Fire Operational and Administrative Analysis Report
<p>For the growing Town of Queen and the Queen Creek Fire and Medical Department (QCFMD), CPSM completed a Standards of Response Cover report and facilitated the development of a strategic planning document for the fire and medical department.</p> <p>CPSM developed a strategic plan for the QCFMD, using an interactive process that was organizationally driven and facilitated so that the members of the organization would have the greatest opportunity for buy-in.</p> <p>2019 population 43,129</p>	<p>CPSM analyzed the town’s fire department, assessed the Emergency Communications Center (ECC), and reviewed the existing public safety facility and available sites to construct a new facility. A forensic data analysis, all-hazard risk assessment, and recommendations were prepared as part of this study.</p> <p>2021 population: 15,361</p>	<p>Completed a comprehensive analysis of the El Centro Fire Department (ECFD). During the study, CPSM analyzed performance data provided by the ECFD and examined firsthand the department’s operations. The provided information was used in conjunction with the collected raw performance data to determine the department existing performance and to compare that performance to national benchmarks.</p> <p>2019 population: 44,003</p>

**1.e. Contracts Cancelled, Revoked or Renewed Within Past Five Years**

CPSM has not had any contracts cancelled, revoked or renewed within the past five years.

**1.f. Pending Litigation Within Past Five Years**

CPSM does not have any pending litigation and has not had any litigation resolved within the past five years.

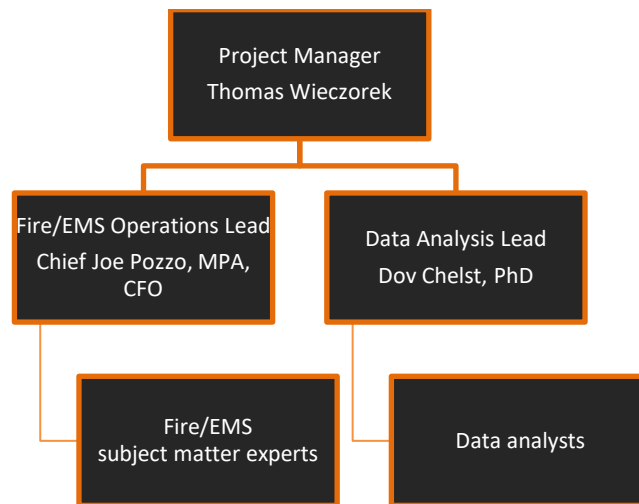
**1.g. Key Personnel Resumes**

For this project, CPSM has assembled a premier team of experts with hands-on experience and knowledge directly relevant to performing the El Mirage Fire Department Study. Our Project Manager, Thomas Wieczorek, will lead our team supported by our Operations Leaders for Fire/EMS and Data Analysis, Chief Joe Pozzo and Dov Chelst, respectively. Each operations leader will direct a team of senior public safety subject matter experts selected from our staff specifically for the El Mirage study based on relevant experience and availability to support the project.

CPSM performs all work using in-house resources and does not subcontract any portion of the work scope. The firm has adequate in-house subject matter experts to perform multiple concurrent public safety studies at any time.

**1.g.1. Project Organization**

CPSM’s organizational chart for the project is provided in Figure 2, which shows our management team and reporting relationships. A summary of our key personnel’s qualifications, experience, and project roles is provided in Table 1. Resumes/bios for each of our key personnel follow the table.



**Figure 2. Project Organizational Chart**

CPSM offers the City of El Mirage a project team comprising highly capable and experienced fire, rescue, EMS, and data analysis subject matter experts with a track record of competently and efficiently performing similar projects for municipal clients. CPSM utilizes current and former fire, rescue, and EMS chief officers who have prior experience serving as practitioners, line officers, and middle managers. This ensures that our staff have extensive relevant knowledge, hands-on experience, and understanding of all aspects of fire, rescue, and EMS operations. Their expertise has been applied to similar projects that CPSM has performed for its municipal clients. Our comprehensive fire, rescue, and EMS analyses have yielded thousands of recommendations for enhancing the effectiveness and efficiency of department management, operations, staffing, training, data management, fleet management, community relations, and more.

CPSM’s proposed project professionals will be available to support the project as needed through completion. CPSM’s subject matter experts have a long history with the firm, which means staff turnover is not a significant concern. Based on our experience, a dedicated, consistent project team works more efficiently and effectively, ensuring both continuity of project knowledge and budget management. Because we have a stable workforce, our project team members have a history of collaborating on similar projects.

**Table 1. Key Personnel Summary**

Name/ Title/ Location	Qualifications	Relevant Experience	Project Role
Thomas Wieczorek Director, Center for Public Safety Management, LLC	<ul style="list-style-type: none"> <li>Current representative of ICMA on the NFPA 1710 Career Committee</li> <li>2000 ICMA Award for Excellence</li> <li>1999 City Manager of the Year, 2003 Person of the Year for Rural Water Association of Michigan</li> <li>2005 Distinguished Service Award – Michigan Municipal League</li> </ul>	<ul style="list-style-type: none"> <li>Former police officer, fire chief, director of public safety, and city manager</li> <li>As city manager, was lead negotiator for ambulance service contracts serving City and surrounding Townships and represented City on a regional rural hospital board.</li> <li>Former Executive Director of the Center for Public Safety Excellence. Taught Public Safety programs at multiple colleges and organizations</li> </ul>	Project Manager

Name/ Title/ Location	Qualifications	Relevant Experience	Project Role
		<ul style="list-style-type: none"> <li>Former officer for Michigan Local Government Manager's Association and Commission of Fire Officer Designation</li> </ul>	
<b>Fire/EMS Operations Team</b>			
<p>Chief Joseph Pozzo, MPA, CFO</p> <p>Senior Manager for Fire/EMS</p>	<ul style="list-style-type: none"> <li>40-year career in public service</li> <li>Master of Public Administration degree from Troy University, B.A. in Public Administration from Saint Leo University and several associate degrees including an AAS in Fire Science and Protective Services</li> <li>Chief Fire Officer Designation from the Center for Public Safety Excellence</li> <li>Adjunct Instructor for the Virginia Department of Fire Programs</li> </ul>	<ul style="list-style-type: none"> <li>As CPSM's Senior Manager for Fire and EMS has completed more than 50 similar studies</li> <li>Director of Public Protection for Volusia County, Florida where he provides executive leadership to 900-employee Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions</li> <li>While Deputy Director of the Department of Public Protection Volusia County, responsible for the day-to-day operations that included Fire and EMS</li> </ul>	<p>Fire/EMS Operations Lead</p>
<p>Chief Mike Iacona, MPA (Ret.)</p> <p>Senior Manager for Fire/EMS</p>	<ul style="list-style-type: none"> <li>Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief.</li> <li>Master's Degree in Public Administration and bachelor's in Urban Planning at Florida Atlantic University, in Boca Raton, FL.</li> <li>Graduate of the National Fire Academy's Executive Fire Officer Program</li> <li>Completed Program for Senior Executives in State and Local Government at the Harvard Kennedy School.</li> </ul>	<ul style="list-style-type: none"> <li>Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona; former Director and Fire Chief, Orange County, Florida Fire Rescue Department.</li> <li>As the Director of Orange County Fire Rescue, Florida, oversaw the County's emergency management functions.</li> <li>Led a fire training division, was the Chief of Operations, served as Emergency Manager in EOC Operations, was Chief Negotiator in multiple IAFF Contract deliberations.</li> <li>Supervised development of several fire master plans, was a volunteer fire fighter coordinator, led multiple fire code adoption processes, was in charge of personnel and payroll functions and implemented fire impact fees.</li> <li>His wildland fire experience includes supervising a fuel management program, adoption of a Wildland Interface Code, and adoption of a Community Wildfire Protection Plan (CWPP).</li> </ul>	<p>Fire/EMS Subject Matter Expert</p>

Name/ Title/ Location	Qualifications	Relevant Experience	Project Role
Matt Zavadsky, MS-HSA, NREMT  Senior Associate	<ul style="list-style-type: none"> <li>▪ 40 years' EMS experience</li> <li>▪ Master's in Health Service Administration with a Graduate Certificate in Health Care Data Management</li> <li>▪ Subject Matter Expert in mobile integrated healthcare, high performance EMS system operations, public/media relations, public policy, EMS economic models and EMS research</li> <li>▪ Expert knowledge of dispatch and communications system innovations, specifically related to the key roles of emergency medical dispatch operations, data analytics, and resource allocation.</li> <li>▪ Written numerous articles and spoken nationally on topics relating to flexible deployment strategies, dynamic resource management, and resource utilization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chief Strategic Integration Officer at MedStar Mobile Healthcare, Public Utility Model EMS agency, exclusive provider of EMS and Mobile Integrated Healthcare Services for Fort Worth and 14 other cities in North Texas</li> <li>▪ While at MedStar, they completely re-designed dispatch process and implemented a revolutionary new CAD system, which has been integrated across multiple systems and agencies.</li> <li>▪ Co-investigator in several published studies related to innovations in emergency medical dispatch.</li> <li>▪ President of the National Association of EMTs and chairs the Transformation Committee</li> <li>▪ Adjunct Faculty for the University of North Texas Health Science Center, Department of Health Management and Policy</li> <li>▪ Joint Commission's Home Care Professional and Technical Advisory Committee (PTAC)</li> <li>▪ Lewin Group's Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group</li> </ul>	EMS Operations Subject Matter Expert
<b>Data Assessment Team</b>			
Dov Chelst, PhD  Director of Quantitative Analysis	<ul style="list-style-type: none"> <li>▪ Subject Matter Expert in analyzing public safety department's workload and deployment</li> <li>▪ PhD Mathematics</li> <li>▪ BA Magna Cum Laude in Mathematics and Physics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000</li> </ul>	Data Assessment Lead

Name/ Title/ Location	Qualifications	Relevant Experience	Project Role
Shan Zhou, PhD Senior Public Safety Data Analyst	<ul style="list-style-type: none"> <li>Specializes in analysis of police data</li> <li>Extensive experience in scientific and clinical data analysis</li> <li>MS in Business Analytics and Project Management</li> <li>PhD in Cell biology, Genetics and Development</li> </ul>	<ul style="list-style-type: none"> <li>Prior to CPSM, she worked as an associate scientist at Yale School of Medicine</li> </ul>	Data Analyst
Sarah Weadon, BA Senior Public Safety Data Analyst	<ul style="list-style-type: none"> <li>15+ years' experience consulting with local, state, and federal government agencies in data and geospatial analysis, database and application development, and project management</li> <li>Bachelor's degree in Classical Languages</li> </ul>	<ul style="list-style-type: none"> <li>Worked with 40+ public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations</li> </ul>	Data Analyst

**1.g.2. Project Manager / Director, Center for Public Safety Management, LLC —Thomas Wieczorek**

*Retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence*

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.). He served on the Honolulu Accreditation Review Team for Center for Public Safety Excellence, Commission on Fire Accreditation International.

He has taught a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College. He has testified frequently for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association; served as the vice-chairperson of the Commission on Fire Officer Designation; and serves as a representative of ICMA on the NFPA 1710 career committee.

He most recently worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled "Crisis Leadership for Local Government Officials." It has been presented in 43 states (including Hawaii) and has been assigned a course number by the DHS. He represents ICMA on the NFPA 1710 and 1730 Standards Committees and is a board member on the International Accreditation Service, a wholly-owned subsidiary of the International Code Council.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award, and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and for distinguished service by the Michigan Municipal League in 2005.

**1.g.3. Fire and EMS Operations Assessment Team**

**Chief Joseph Pozzo — MPA, CFO Senior Associate**

*Currently the Director of Public Protection for Volusia County, Florida; Former Assistant Director of Human Resources, Volusia County, FL; Former Deputy Director, Volusia County Department of Public Protection; former Director and Fire Chief, Volusia County, Florida, former Fire Chief, Loudon County, Virginia, former Fire Chief Portsmouth, Virginia.*

Chief Joseph Pozzo serves as the Senior Manager for Fire and EMS for CPSM. He has completed more than 50 similar studies while with CPSM. Chief Pozzo has a 40-year career in public service and currently serves as the Director of Public Protection for Volusia County, Florida, where he provides executive leadership to the Fire, EMS, Emergency Management, Corrections, Animal Control, and Beach Safety divisions. The Public Protection Department is the largest department in Volusia County and includes 900 employees, an EMS Division that responds to 70,000 calls per year and utilizes Florida's first-ever Nurse Triage system in the 911 Center, a County Jail that averages 1,350 inmates/day, a Beach Safety Division that protects 47 miles of beach and delivers law enforcement, ocean rescue, and first response EMS protective services, an all-hazards Emergency Management Division that specializes in coastal storm preparation and response, and a Fire Division that responds to 23,000 calls/year with ALS engines and specialization in wildland/urban interface response and mitigation.

From March 2015 to September of 2018, he served as the Assistant Director of Human Resources for Volusia County (3,200 employees), where he managed the employee relations, benefits administration, and occupational health services functions and teams, as well as assisted the Human Resources director with the management and negotiation of six collective bargaining agreements/units. He is also deeply involved in developing and implementing the County's Diversity and Inclusion initiative.

He also served as the Deputy Director of the Department of Public Protection Volusia County, where he was responsible for the day-to-day operations of Fire, EMS, Emergency Management, Medical Examiner, Beach Safety, Corrections, and Animal Services. He was formerly Fire Chief of Volusia County Fire Services, where he developed and implemented a service model designed to introduce EMS transport into the agency, incorporate fleet efficiencies, and enhance the wildland/urban interface efforts.

Prior to Chief Pozzo's appointment in Volusia County in 2010, he served as the Chief of the Loudoun County Department of Fire and Rescue. This agency is a combination fire and rescue system providing fire, rescue, and EMS in one of the fastest-growing counties in the nation. During Chief Pozzo's tenure, the fire and rescue system provided these services to over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area located within the National Capital Region. Services were executed through 450+ career staff and over 1,400 volunteer members operating out of 19 stations.

Prior to his appointment with Loudoun County, Chief Pozzo served as Chief of the Portsmouth Fire, Rescue and Emergency Services Department. This agency is one of the oldest professional departments on the eastern seaboard and served over 95,000 residents during Chief Pozzo's tenure. Chief Pozzo also served in the City of Virginia Beach, Virginia Fire Department for 19 years, reaching the level of Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Chief Pozzo holds a Master of Public Administration degree from Troy University, where he graduated with honors, a B.A. in Public Administration from Saint Leo University, and several associate degrees, including an AAS in Fire Science and Protective Services and numerous public safety technical certifications. He holds the Chief Fire Officer Designation from the Center for Public Safety Excellence and is a Senior Certified Professional in Human Resources through the Society of Human Resource Management (SHRM).

#### **Senior Manager for Fire/EMS — Chief Mike Iacona, MPA (Ret.)**

*Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona; former Director and Fire Chief, Orange County, Florida Fire Rescue Department.*

Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He served as fire chief for the City of Flagstaff, Arizona. Previously, he was the Director of Orange County Fire Rescue, Florida, which included oversight of the County's emergency management functions. In addition to duties associated with fire chief, he has served in various capacities, rising through the ranks from fire fighter/paramedic to chief fire officer. Mike has led a fire training division, was the Chief of Operations, served as Emergency Manager in EOC Operations, was Chief Negotiator in multiple IAFF Contract deliberations. He has supervised the development of several fire master plans,

was a volunteer fire fighter coordinator, led multiple fire code adoption processes, was in charge of personnel and payroll functions, and implemented fire impact fees.

For Flagstaff, Chief Iacona supervised a comprehensive fuel management and mitigation program that implemented fire prescription efforts to respond to climate change, extended drought, and watershed protection. He managed systems and community protection during extreme wildfire hazard and adverse conditions. This included adopting a WUI fire code, imposing community fire restrictions, adopting a Community Wildfire Protection Plan (CWPP), and engaging in wildland firefighting efforts.

Chief Iacona holds a Master's Degree in Public Administration and did his undergraduate work in Urban Planning at Florida Atlantic University in Boca Raton, FL. He is a graduate of the National Fire Academy's Executive Fire Officer Program and attended The Program for Senior Executives in State and Local Government at the Harvard Kennedy School.

#### **Senior Associate — Matt Zavadsky, MS-HSA, NREMT**

Matt Zavadsky currently serves as the Chief Strategic Integration Officer at MedStar Mobile Healthcare, the Public Utility Model EMS agency that provides exclusive emergency and non-emergency EMS and Mobile Integrated Healthcare services for Fort Worth and 14 other cities in North Texas. MedStar provides advanced life support ambulance service to 436 square miles and more than 1 million residents and responds to over 165,000 calls a year with a fleet of 65 ambulances. MedStar is a dual-accredited, high-performance, high-value EMS system, providing advanced clinical care with high economic efficiency with no taxpayer subsidy and is one of the most recognized EMS agencies in America.

Joining MedStar in 2008 as the Operations Director, Matt has helped guide the continued development and implementation of numerous innovative programs with healthcare partners that have transformed MedStar fully as a Mobile Integrated Healthcare (MIH) provider, including high utilizer, CHF readmission reduction, observational admission reduction, hospice revocation avoidance, 9-1-1 nurse triage programs and partnerships with home health agencies. He is also the co-author of the book "Mobile Integrated Healthcare – Approach to Implementation" published by Jones and Bartlett Publishing.

Matt has 40 years' experience in EMS and holds a master's degree in Health Service Administration with a graduate certificate in Health Care Data Management. He is a frequent speaker at national conferences and has done consulting in numerous EMS issues, specializing in mobile integrated healthcare, high-performance EMS system operations, public/media relations, public policy, EMS economic models, and EMS research.

Matt is the President of the National Association of EMTs and chairs their EMS Transformation Committee. He is also Adjunct Faculty for the University of North Texas Health Science Center, Department of Health Management and Policy, as well as an appointed committee member to the Joint Commission's Home Care Professional and Technical Advisory Committee (PTAC) and the Lewin Group's Hospital Outpatient Quality Reporting (HOQR) Program Stroke and AMI Expert Work Group, developing metrics for use in value-based purchasing measures for emergency departments.

#### **1.g.4. Data Assessment Team**

##### **Data Assessment Lead — Dov Chelst, PhD**

*Director of Quantitative Analysis*

Dov Chelst is an expert in analyzing public safety department workload and deployment. He manages the analysis of all public safety data for CPSM. He is involved in all phases of CPSM's studies from initial data collection, onsite

review, large-scale dataset processing, statistical analysis, and data report design. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. in Mathematics from Rutgers University and a B.A. *Magna Cum Laude* in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics, and statistics at the university level for nine years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks, presented his academic research at local, national, and international conferences, and participated in workshops across the country.

**Public Safety Data Analyst — Shan Zhou, PhD**

Dr. Shan Zhou specializes in the analysis of police data. She brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Dr. Zhou has a master of science degree in Business Analytics and Project Management from the University of Connecticut and a PhD in Cell Biology, Genetics, and Development from the University of Minnesota.

**Senior Public Safety Data Analyst — Sarah Weadon, BA**

Sarah Weadon has over 15 years’ experience consulting with local, state, and federal government agencies in the areas of data and geospatial analysis, database and application development, and project management. She has worked with over 40 public safety agencies across the U.S. and Canada, providing data and geospatial analysis of response times, call trends, and station locations. Her skill in understanding the results of the analyses in the broader context of each client’s budget, political, and overall reality, supports the development of practical, actionable recommendations. Ms. Weadon holds a bachelor’s degree in Classical Languages.

**1.h. Professional References**

**Please list a minimum of three (3) references that the City of El Mirage may contact.** Proposer shall include the name, address and telephone numbers of three clients demonstrating your experience providing services comparable to the solicitation. References should be current and relevant to the proposed use and/or services submitted in the proposal. Please provide a one line description of services provided with each reference.

Company Name: Town of Queen Creek, AZ	
Address: 22358 S. Ellsworth Road, Queen Creek, AZ 85142	
Contact Name: Andrew Marlar	Title: Deputy Fire Chief
Phone: (480) 358-3383	Email Address: andrew.marlar@queencreek.org
Description & Date of Services: For the growing Town of Queen and the Queen Creek Fire and Medical Department (QCFMD), CPSM completed a Standards of Response Cover report and facilitated the development of a strategic planning document for the fire and medical department. Completed May 2019 and 2015.	

Company Name: Town of Exeter, NH	
Address: 10 Front Street, Exeter, NH 03833	
Contact Name: Russell Dean	Title: Town Manager
Phone: (603) 773-6101	Email Address: rdean@exeternh.gov
Description & Date of Services: CPSM analyzed the town’s fire department, assessed the Emergency Communications Center (ECC), and reviewed the existing public safety facility and available sites to construct a new facility. This included a forensic data analysis and all-hazard risk assessment. Completed Dec 2020.	

Company Name: El Centro CA	
Address: 1275 W Main Street, El Centro, CA 92243	
Contact Name: Kenneth Herbert	Title: Fire Chief
Phone: (760) 337-4530	Email Address: herbert@ci.el-centro.ca.us
Description & Date of Services: Completed a comprehensive analysis of the El Centro Fire Department (ECFD). This involved analysis of performance data provided by the ECFD and examination of department operations. The department's existing performance was compared to national benchmarks. Completed Dec 2018	

### 1.i. Timeline for Project Completion

Table 2 provides a draft timeline for completion of the El Mirage Fire Department Study and submittal of the final report. After contract award, we will discuss the draft timeline with the City, and based on the discussion, we will submit a revised final schedule with start and end dates for each task.

**Table 2. Draft Project Timeline**

Task/Milestone	Description
Milestone 1 – Full execution of the agreement	Agreement will identify Project kickoff date.
Milestone 2 – Project Kickoff Meeting– within one week of award	We will conduct an interactive telephone conference with City of El Mirage’s project team. Our project manager will kickoff the project by introducing our team, clarifying and confirming expectations, detailing study parameters, discussing our proposed approach and schedule, and commencing information gathering.
Milestone 3a – Information Gathering and Data Extraction – 30 Days	Immediately following project launch, our fire/EMS operations lead will deliver an information request to the City/Department. This request will provide us with a detailed understanding of the Department’s relevant documentation, organization, management, staffing, etc. We will provide instructions for uploading materials to our website.
Milestone 3b – Data Extraction and Analysis – 14 Days	Our Data Analysis Lead will submit a preliminary data request, which will evaluate the quality of the CAD system data. This will be followed by a comprehensive request for data from the CAD system to conduct a response and workload analysis based on one year’s worth of CFS from the CAD system.
Milestone 3c – Data Certification – 14 days	Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.
Milestone 4 – Conduct Interviews, Meetings, and/or Onsite Visit – 30 days	CPSM’s subject matter experts will perform an onsite visit after review and assessment of the data gathered to collect additional information as needed.
Milestone 5 – Document Findings and Develop Recommendations– 15 days	After completing the audit and data review and analysis portions of the project, CPSM will document its findings and develop a comprehensive set of recommendations.
Milestone 6 – Deliver Preliminary Written and Electronic Report of Findings – 7 days	We will deliver a preliminary written and electronic report of study findings to the Fire Chief and City Manager for review and discussion. The City will provide CPSM with a consolidated set of comments to be addressed and incorporated.

Task/Milestone	Description
Milestone 7 – Deliver Detailed Written and Electronic Report of Findings – 21 days	Once the City’s comments and concerns are received, CPSM will address and incorporate comments and deliver a detailed written and electronic report of findings to the Fire Chief and City Manager. This report will include current department status and recommendations to accomplish over the next 1–5 years (short term) and 5–10 years (long term) to enable the EMFD to develop a comprehensive strategic plan.
Milestone 8 – Develop Operational and Financial Plan – 21 days	CPSM will develop an operational and financial plan demonstrating the understanding of the City's financial capacity and the possibility of tiered growth, including planning thresholds to address current and future Fire and EMS requirements. This will include trigger points that may indicate the need for increases in service capability. The plan will be sustainable over the next 10 years and indicate what resources (facilities, staff, equipment, materials, etc.) will be required.
Milestone 9 – Deliver Draft Operational and Financial Plan– 15 days	We will deliver a draft written and electronic Operational and Financial Plan to the Fire Chief and City Manager for review and discussion. The City will provide CPSM with a consolidated set of comments on the plan to be addressed and incorporated.
Milestone 10 – Deliver Final Operational and Financial Plan – 15 days	Once the City’s comments and concerns on the draft Operational and Financial Plan are received, CPSM will address and incorporate comments and deliver a written and electronic plan to the Fire Chief and City Manager.
Milestone 11 – Presentation Findings and Recommendations to City Council – 15 days	CPSM will present the study findings and recommendations to the City Council, if requested.
<b>Total Elapsed Time: 90 – 120 days</b> with expected completion by the end of December 2021. Please note that some of the tasks above overlap.	

## 2. Project Understanding and Proposed Methodology

### 2.a. Understanding of the Requested Study

The City of El Mirage is seeking a qualified consultant to conduct an independent evaluation of the current operational efficiency and status of the El Mirage Fire Department (EMFD) and to identify future needs for strategic planning purposes. The study will include an analysis of department's organizational structure, calls for service, staffing, overtime, personnel and equipment deployment, emergency communications (911), strategic planning, fire code compliance, fire prevention, and public education efforts. The study report will provide the City and EMFD with an external perspective regarding its emergency and non-emergency fire and EMS service delivery system.

We understand that the City's intent for the study is two-fold. The first is to focus on the evaluation of EMFD's ability to provide service currently and meet the future needs of the City of El Mirage and its citizens per NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments*. The second is EMFD's ability to meet the operational guidelines of the Intergovernmental Agreement for the Regional Metropolitan Phoenix Fire Service Automatic Aid. CPSM's subject matter experts have extensive experience working with NFPA 1710 requirements as well as with requirements of applicable interagency and mutual aid agreements in evaluating municipal fire departments.

As part of its study, CPSM will evaluate the current primary Public Safety Answering Point (PSAP) - City of Tolleson Police Department Dispatch Center - to assess contractual requirements and current performance in answering incoming E911 emergency and non-emergency fire service-related calls and time taken to receive calls and transfer calls to the secondary PSAP (Phoenix Fire Department's Regional Dispatch Center) for actual dispatch to EMFD units. We will compare the EMFD current dispatch process for equivalency and effectiveness using data and information collected from other municipal fire organizations' PSAPs in the area. We will consider the operational requirements referenced in the NFPA 1221, *Installation, Maintenance, and Use of Emergency Communications Systems*.

CPSM will review the 2017 Public Protection Classification Report conducted by the Insurance Service Office (ISO) and compare the report to current EMFD service levels to determine opportunities to enhance the City's overall ISO rating.

As part of the study, CPSM will evaluate following organization areas:

- Service area characteristics
- Organizational configuration
- Current service delivery infrastructure
- Management capacity, configuration, and lines of authority
- Daily minimum staffing requirements
- Management and administrative support capacity
- Capital infrastructure to include apparatus, facilities, and equipment
- Apparatus repair and maintenance capacity
- Emergency response resource deployment and performance for fire and EMS incidents
- Specialized response capabilities, or lack of, to respond to target hazards within the City. Identify enhancements or changes that may be needed and number of times each has been dispatched in the last five years inside the city limits

Data to be evaluated in study:

- Number of personnel assigned to each shift available for responses.
- Types of equipment/apparatus available within the EMFD.
- Types of equipment/apparatus not available within the EMFD, but available through the Phoenix Automatic Aid System.
- Data required for all CFS:
  - Annual number of CFS for the last five years
  - Calls in which the Engine was dispatched to support the Low Acuity (LA)
  - Types of calls
  - Duration of calls
  - Calls listed as responded in or out of the city limits of El Mirage.
  - Total "In Service" time spent away from the station on calls
  - Annual number of CFS for the past five years where another agency or municipality has responded in the City of El Mirage

- Fire prevention/Fire Code/fire investigation staffing and capacity
- Training programs, including an assessment of the current regional cooperative training agreements

CPSM’s Data Analysis team will review existing street, roadway, and mass transportation networks utilizing GIS mapping tools in analyzing performance of the EMFD Station No. 1 primary response areas. The analysis will include an evaluation of response data including response time; total difference of actual fire loss if any when EMFD initially responds within the city with one engine staffed versus time when two engines are staffed; overall community risk assessment; population trending/demographics; target hazards; and assessment of current service levels, including response times.

CPSM’s subject matter experts will analyze overall functional and operational viability of all fire units using nationally accepted response standards and identify recommendations for possible expansions of service; projected population growth; future service demand as it relates to increased density and congestion; analysis of future risk to service delivery; and assessment of opportunities to address risk and improve future service capacities.

Our Data Analysis team will develop and provide a complete database with searchable fields to sort data, rank data and identify averages; explanation of the methodology used, data interpretation; complete set of GIS maps to support the study findings (including base map, density map, ISO Engine coverage [current situation]; ISO Truck coverage [current situation]; ISO Engine/Truck [ideal coverage situation]; response times [current situation]; and base map [ideal situation]; and complete set of any other documents, information, or data utilized to complete the study and to obtain an accurate depiction of the current and future needs of the EMFD.

### **2.a.1. CPSM Methodology**

CPSM specializes in conducting analyses of fire, rescue, EMS, and police departments for local government and has completed similar fire, rescue, and EMS service assessments for municipal clients. Our subject matter experts have extensive knowledge and experience in fire, rescue, and EMS department operations and overall department organization, as well as applicable laws, regulations, standards, and industry best practices. Our approach has been developed by subject matter experts with industry experience, based on statutory and regulatory requirements and guidance, industry standards, and best management practices; and refined through our experience performing hundreds of similar analyses for municipalities nationwide.

In developing our analysis and conclusions, CPSM works closely with the agency upper management, mid-level supervisors, company officers, steering committees, and others in understanding the unique aspects of the community and the rationale for operational practices. Our findings and conclusions are fully vetted through a draft review process, and there are typically no surprises when outcomes are reached, and recommendations for implementation are developed.

### **2.a.2. Data Gathering and Analysis**

Immediately following project kickoff, CPSM will participate in a project kickoff meeting with the City/Department’s project team. We will discuss the project approach, schedule, team, points of contact, etc., and finalize any changes to the approach and schedule. We will also address the specifics of our data and information needs for the study.

Once our project team receives and reviews the information, we will schedule follow-up interviews, meetings, and/or an onsite visit to review the EMFD’s operational functions and gather further information for the study.

CPSM’s data analysis team will be available as needed to analyze data and prepare preliminary findings, where appropriate. CPSM will deliver the preliminary study findings to the Fire Chief and appointed staff for review and discussion.

To demonstrate CPSM’s expertise in performing studies similar to the study sought by the City of El Mirage, provided below is a summary of the areas included in our typical standards of cover assessments for fire services departments/agencies.

- Comprehensive Data Analysis
  - Incident Type Workload
  - Response Time
  - Unit Workload
  - Analysis of Busiest Hour
- Governance and Administration
  - Organizational Structure
  - Organizational Leadership
  - Staffing and Deployment
  - External Relationships, including Mutual Aid Agreements
- Organizational Behavior/Management/Processes
  - Time Allocation of Staff
  - Organizational Communication
  - Strategic Planning
  - Performance Measurement
- Current and future demographics
- Regional and national trends related to and impacting fire service
- Financial Resources (Operating and Capital Resources)
- Programs (to include fire suppression, EMS, fire prevention, public education, fire investigation, technical rescue, hazardous materials, emergency management, and other service delivery programs)
- Risk Management/All hazards approach to community protection
- ISO/Accreditation Benefit Analysis

CPSM’s Data Assessment team has developed a methodology for determining resource utilization that quantifies the maximum and minimum deployment of personnel and equipment. It is unlike any other approach currently used by consultants and is indicative of CPSM’s commitment to deliver the right resources at the right time.

### 2.a.3. Deliverables

CPSM’s project deliverables will include draft and final study reports and draft and final operational and financial plans. The study report will address 1) staffing levels; 2) recommended changes to enhance efficiency and safety of the current operations; 3) future community development trigger points and EMFD operational requirements regarding fire service expansion; 4) gaps in service delivery and recommended solutions; 5) recommended changes to maintain and increase service levels within the City; 6) deployment alternatives for personnel, fire station placement and apparatus to enhance service delivery; and 7) impacts of planned service expansion by neighboring communities on current and future EMFD operations and strategic planning.

The general outline for the study report will include:

- Executive summary
- Study methodology
- Data gathered and evaluated
- Findings
- Recommendations including best practices

CPSM will deliver the draft report in electronic and written format to the Fire Chief and the City Manager for review. The report will be finalized after incorporation of comments received.

We will also deliver draft and final versions of the Operational and Financial Plan to the Fire Chief and City Manager for review and discussion. The City will provide CPSM with a consolidated set of comments on the plan to be addressed and incorporated. Once the City’s comments and concerns on the draft Operational and Financial Plan are received, CPSM will address and incorporate comments and deliver a written and electronic final plan to the Fire Chief and City Manager.

If requested, CPSM will provide a formal presentation of the report to City Management (City Council and Staff). We will work with the City’s Fire Chief and the City Manager on the schedule for the presentation. We have extensive experience presenting the findings and recommendations of our studies to municipalities, boards, and stakeholders.

### 2.b. Project Management Methods and Coordination with City Staff

CPSM assigns a project manager to each project it performs. Our project manager is responsible for all aspects of project execution and contractual compliance. Thomas Wiczorek, CPSM’s Director, will be the project manager for

this contract. He will lead our project team in performing the required scope of services in accordance with the contract, CPSM’s quality standards, and the established project budget and schedule. As project manager, he serves as a principal point of contact with the City of El Mirage.

Tom is a retired City Manager (Ionia, Michigan) and a former Executive Director for the Center for Public Safety Excellence. He has led hundreds of similar projects and will ensure that CPSM performs the required study with the same exceptional quality and service for which CPSM is recognized. After contract award, at the project kickoff meeting, our project manager will solicit City input on our proposed approach and schedule and document the mutually agreed upon final plan that CPSM will follow to complete the project.

Chief Joseph Pozzo will serve as project technical lead. He is a Senior Manager for Fire and EMS for CPSM and reports directly to CPSM’s Director and project manager, Thomas Wieczorek. As the project technical lead, Chief Pozzo will be responsible for leading the study and report preparation. Chief Pozzo has completed more than 50 similar studies while with CPSM, including leading a study for Queen Creek, Arizona. He has a 40-year career in public service that includes serving as the Director of Public Protection for Volusia County, Florida.

When CPSM is engaged in performing a public safety assessment for a jurisdiction, we make our project team accessible to our client and available to support the project as needed to ensure successful performance. We have found that by collaboratively partnering with our governmental clients, we are able to work more effectively and efficiently while ensuring a more comprehensive assessment and report. At the project kickoff meeting, we will introduce our project team to the District’s project team and share our team’s contact information as well as the draft project schedule. This step facilitates better project communication and performance.

**2.c. Location of Office Performing Services**

CPSM’s project manager is based in our corporate office in Washington DC. Our data analysis team is based in West Orange, New Jersey. CPSM’s subject matter experts work remotely from their home offices nationwide and travel as necessary to client sites. We have performed work for clients nationwide and in Canada. Our staff are accustomed to collaborating effectively with project team members in other locations.

**2.d. Experience in Preparing Report Findings/Recommendations for Operational, Data Collection and Financial Plans for Fire and EMS**

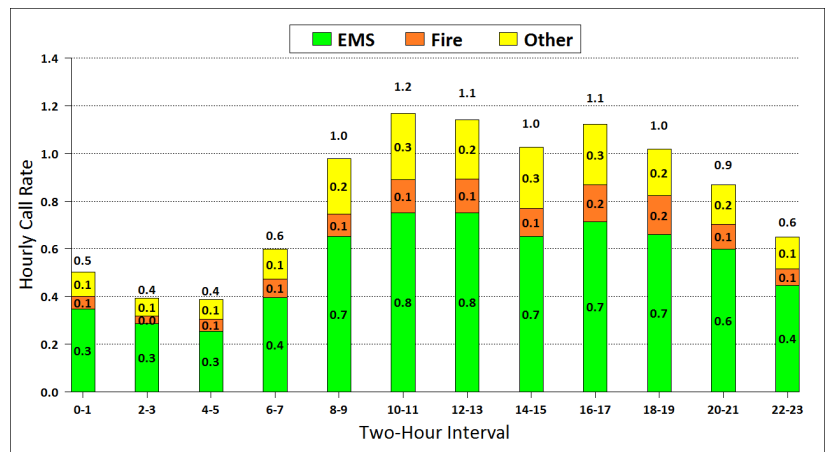
**Table 3. EMS Calls by Call Type**

Having performed hundreds of similar studies, each documented in a report, CPSM has extensive experience in preparing comprehensive report findings and recommendations that address operational, data collection and analysis, and financial aspects of our clients’ agencies. Each report is specifically tailored to our findings

Call Type	Number of Calls	Average Calls per Day	Call Percentage
Cardiac and stroke	237	0.65	5.7
Seizure and unconsciousness	258	0.71	6.2
Breathing difficulty	355	0.97	8.5
Overdose and psychiatric	154	0.42	3.7
MVA	121	0.33	2.9
Fall and injury	846	2.32	20.2
Illness and other	587	1.61	14.0
EMS Total	2,558	7.01	61.2

and recommendations related to our client’s specific operations, performance data, staffing, budget and financial issues, and community needs and future plans. We typically include with our proposals a sample report to give prospective clients an idea of the nature and quality of our work products. Because of page limitations, we do not include a sample report with this proposal. However, we would be pleased to provide an example report if requested.

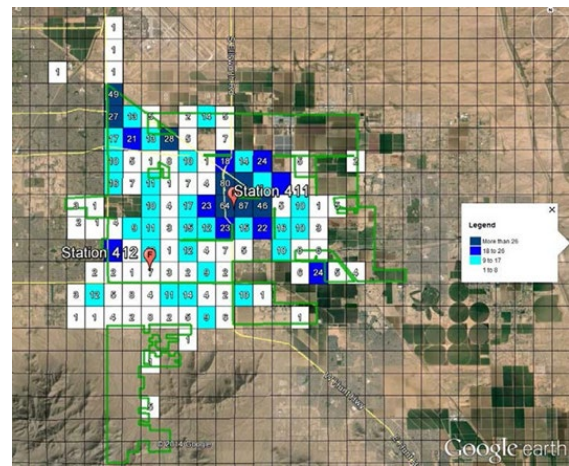
Included in the final report will be a series of unique analyses presented in tables and charts depicting the outcomes of the analysis, which will link to the report elements. The deliverables will incorporate the analyses of workload, unit response activities, call distribution, unit and station workloads, response times, call durations, unit availability, response resilience, call types, emergency and non-emergent call volumes, and a whole host of activity reports that create a comprehensive understanding of workload.



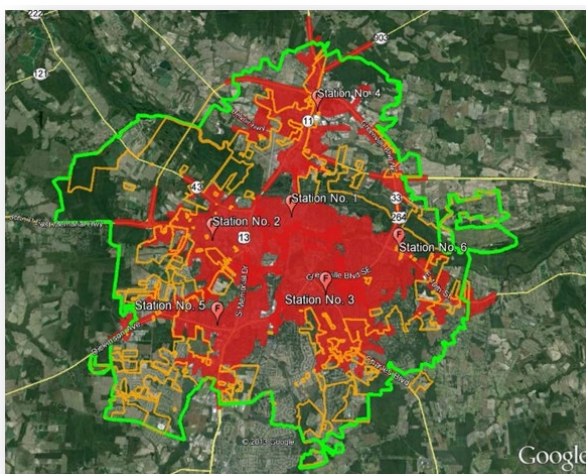
**Figure 3. EMS Demand**

For example, in Table 3 and Figure 3, data analyses capture, analyze, and assess such workload and operational categories as call type and time.

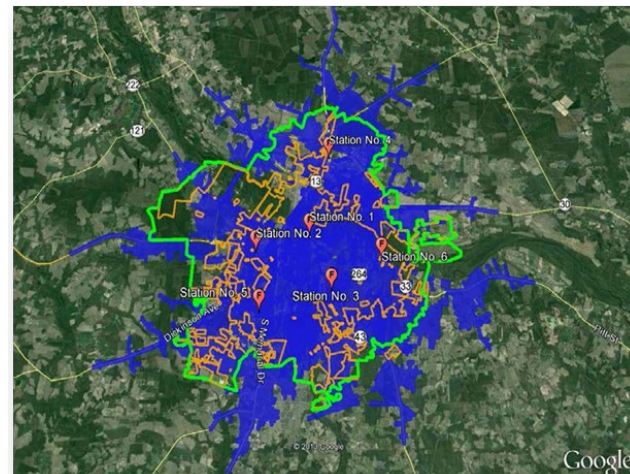
The final report will capture CPSM’s data analytics team and subject matter experts’ evaluation and presentation of operational workload from demand for services to efficiency of the provision of services. For example, using GIS, CPSM will conduct an analysis on call demand concentration of EMS calls. The results of the GIS analysis will be presented in GIS mapping illustrations such as those shown in Figures 4–6.



**Figure 4. Calls by Hour of Day**



**Figure 5. Four-Minute Response Time from Each Station**



**Figure 6. Eight-Minute Response Time from Each Station**

## 2.e. Responses to Questions

### 2.e.1. What is your experience in working with government entities in the U.S.?

CPSM specializes in providing technical support to local governments for the assessment of fire, rescue, EMS, and law enforcement agencies. We have provided services similar to those sought by the City of El Mirage for more than 300 local government entities in the U.S., in nearly every state in the nation.

### 2.e.2. Can you expand on your experience in dealing with automatic aid?

Automatic aid is often confused with mutual aid. CPSM team members have participated in the various standard-making committees that helped define and move forward the concepts of automatic aid. For purposes of compliance with NFPA Standards as well as Accreditation Standards of Cover, automatic aid can be considered part of the department's Initial Arriving Company as well as the Initial Full Alarm Assignment Capability. In several areas of the country, robust mutual and automatic aid agreements guide the deployment of resources, utilize closest units, and standardized SOPs and SOGs. Several communities in which CPSM has worked often have contiguous fire departments responding and assuming initial incident command before responders in the community from which the call is received are able to travel and deploy. Two of the most significant mutual aid and automatic aid examples can be found in the Chicago area (MABAS) and Phoenix.

The CPSM data team has developed analytics and the capability to delve into what the initial alarm assignment response is, when or if the full-alarm is achieved, and how many times that takes place. Our team has not only academic knowledge of the use of automatic and mutual aid, we have been practitioners and helped establish agreements and protocols for when each would be used in communities across the United States.

Automatic Aid has become a significant resource for meeting ISO requirements. Automatic aid companies receive credit in department reviews and establishment of ISO ratings. CPSM has comprehensive experience with automatic aid, the use of interlocal agreements for automatic aid, as well as mutual aid. Our depth of experience includes how automatic aid is calculated with the Community Public Protection Classification rating (ISO), how automatic aid is utilized to augment a fire department's effective response force as well as resiliency (ability to handle simultaneous calls for service). Because we use current and former Fire Chiefs and chief officers, our subject matter experts have practical experience applying this service delivery partnership in large systems such as in Northern Virginia and in the Metropolitan Washington, DC nationally recognized automatic aid response system. Additionally, we have experience in the Phoenix metro area through several fire analyses for the Town of Queen Creek, which has agreements with other municipalities for automatic aid.

### 2.e.3. Include in the proposal a timeline for completion of the project study.

Please refer to Section 1.i of this proposal for our proposed timeline for performing the study.

### 2.e.4. The City of El Mirage needs to have an initial evaluation of the location of the Fire Station, located at 13601 North El Mirage Rd. El Mirage, AZ 85335.

CPSM's study will include performing an initial evaluation of the fire station located at 13601 North El Mirage Rd. El Mirage, AZ 85335.

## 3. Price/Cost Consideration

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CPSM's total cost to perform the EMFD Study, including all time and materials to complete the study in accordance with all requirements listed in the RFP is:

Total Lump Sum Amount for El Mirage Fire Department 2021 Study:  
Fifty-two thousand five hundred dollars \$52,500

CPSM will bill the project in three installments: 40% upon signing the contract; 40% with delivery of the draft data analysis; 20% with delivery of the draft final report.