

Meeting Date: September 13, 2011

Agenda Item 9

REQUESTED COMMISSION ACTION:

Consent     Ordinance     Resolution     Consideration     Workshop

SHORT TITLE OR MOTION: A Resolution of the City Commission of the City of Pompano Beach, Florida, approving and Authorizing the proper City officials to execute a contract for consulting/professional Services between the City of Pompano Beach and the International City/County Management Association, Inc. for Fire and EMS data analysis; providing an effective date.

Summary of Purpose and Why:

During 2010 the City applied for a grant for an additional 16 Firefighters to man a second ladder truck. Even though the City was not awarded this grant, the issue of manning a second ladder truck needs to be addressed for public safety purposes. If the additional Firefighters are necessary, the City would need to raise additional revenues (Property Taxes and/or Fire Assessment Fee) to pay for the service expansion.

The attached Professional Services Agreement with the International City/County Manager's Association (ICMA) provides for an analysis of Fire and EMS operations with the intention of determining when and if there is a need to acquire additional firefighting resources.

Furthermore, by looking at how well the City currently utilizes its resources it will also address any concerns about any unnecessary revenue increases. A full proposal is attached for review.

QUESTIONS TO BE ANSWERED BY ORIGINATING DEPARTMENT:

- (1) Origin of request for this action: City Manager's Office
- (2) Primary staff contact: Brian Donovan Ext. 4601
- (3) Expiration of contract, if applicable: 120 days after execution
- (4) Fiscal impact and source of funding: \$59,500 from the General Fund

DEPARTMENTAL COORDINATION	DATE	DEPARTMENTAL RECOMMENDATION	DEPARTMENTAL HEAD SIGNATURE OR ATTACHED MEMO NUMBER
Budget Office	<u>8/29/11</u>	<u>Approve</u>	<u>[Signature]</u>
City Attorney	<u>8/30/11</u>	<u>[Signature]</u>	<u>[Signature]</u>
Fire	<u>8/31/11</u>	<u>Approved</u>	<u>[Signature]</u>
Finance	<u>8/31/11</u>	<u>Approve</u>	<u>[Signature]</u>
			<u>[Signature]</u>

City Manager

ACTION TAKEN BY COMMISSION:

<u>Ordinance</u>	<u>Resolution</u>	<u>Consideration</u>	<u>Workshop</u>
1st Reading _____	1st Reading _____	Results: _____	Results: _____
2nd Reading _____	_____	_____	_____

RESOLUTION NO. 2011-\_\_\_\_\_

**CITY OF POMPANO BEACH**  
**Broward County, Florida**

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF POMPANO BEACH, FLORIDA, APPROVING AND AUTHORIZING THE PROPER CITY OFFICIALS TO EXECUTE A CONTRACT FOR CONSULTING/PROFESSIONAL SERVICES BETWEEN THE CITY OF POMPANO BEACH AND INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION, INC. FOR FIRE AND EMS DATA ANALYSIS; PROVIDING AN EFFECTIVE DATE.**

**BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF POMPANO BEACH, FLORIDA:**

**SECTION 1.** That an Agreement between the City of Pompano Beach and International City/County Management Association, Inc. for Fire and EMS Data Analysis, a copy of which Agreement is attached hereto and incorporated by reference as if set forth in full, is hereby approved.

**SECTION 2.** That the proper City officials are hereby authorized to execute said Agreement between the City of Pompano Beach and International City/County Management Association, Inc.

**SECTION 3.** This Resolution shall become effective upon passage.

**PASSED AND ADOPTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

\_\_\_\_\_  
**LAMAR FISHER, MAYOR**

**ATTEST:**

\_\_\_\_\_  
**MARY L. CHAMBERS, CITY CLERK**

## **CONTRACT FOR CONSULTING/PROFESSIONAL SERVICES**

This Contract is made as of the \_\_\_\_ day of September, 2011 by and between the City of Pompano Beach, Florida, a municipal corporation of the State of Florida, (hereinafter "the City"), and the International City/County Management Association, Inc., a not-for-profit corporation incorporated under the laws of the State of Illinois, whose principal office is located in Washington, D.C. (hereinafter "the CONSULTANT") and whose Federal I.D. number is 36-2167755.

WHEREAS, the City desires to retain the CONSULTANT, and the CONSULTANT desires to be retained, pursuant to the scope of services attached hereto as Exhibit "B" and incorporated herein in its entirety;

NOW, THEREFORE, in consideration of the mutual promises contained herein, the City and the CONSULTANT agree as follows:

### **ARTICLE 1 – SCOPE OF SERVICES**

The services to be rendered by CONSULTANT under this Contract are set forth in Exhibit "B", Scope of Services, attached hereto.

### **ARTICLE 2 - SCHEDULE**

The schedule for services to be rendered by CONSULTANT is set forth in Exhibit "B" attached hereto. The project and final deliverables shall be completed per the schedule in Exhibit "B", which is approximately one hundred twenty (120) days after this Agreement is fully executed, subject to a mutually agreeable extension if necessary.

### **ARTICLE 3 - PAYMENTS TO CONSULTANT**

Payment by the City under this Contract shall be governed by Exhibit "A".

### **ARTICLE 4 - TERMINATION**

Unless the CONSULTANT is in breach of the Contract, the CONSULTANT shall be paid for services rendered to the City's satisfaction through the date of termination. This is a legal-binding contract and cannot be terminated without cause. After receipt of a termination notice and except as otherwise directed by the City, the CONSULTANT shall:

- A. Stop work on the date and to the extent specified;
- B. Transfer all work in process, completed work, and other materials related to the terminated work to the City; and
- C. Continue and complete all parts of the work that have not been terminated.

## **ARTICLE 5 - PERSONNEL**

The CONSULTANT is, and shall be, in the performance of all work, services and activities under this Contract, an independent contractor, and not an employee, or agent of the City. All persons engaged in any of the work or services performed pursuant to this Contract shall at all times, and in all places, be subject to the CONSULTANT's sole direction, supervision, and control. The CONSULTANT shall exercise control over the means and manner in which it and its employees perform the work, and in all respects the CONSULTANT's relationship and the relationship of its employees to the City shall be that of an independent contractor and not as employees or agents of the City.

The CONSULTANT represents that it has, or will secure at its own expense, all necessary personnel required to perform the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with the City, nor shall such personnel be entitled to any benefits of the City including, but not limited to, pension, health and workers' compensation benefits.

The CONSULTANT warrants that all services shall be performed by skilled and competent personnel consistent with applicable technical and professional standards in the field.

## **ARTICLE 6 - AVAILABILITY OF FUNDS**

The City's elected body has appropriated sufficient funds in the operating budget(s) for which the work to be performed will occur and until the contract has been fully executed.

## **ARTICLE 7 - INSURANCE REQUIREMENTS**

The CONSULTANT will be required to provide certificates of insurance showing that it carries, or has in force, automobile liability insurance, general liability insurance and professional liability insurance. Limits of liability for automobile liability insurance shall be, at a minimum, \$1,000,000.00 combined single limit. Limits of liability for general liability insurance shall be, at a minimum, \$1,000,000.00 per occurrence, \$1,000,000.00 personal and advertising injury, \$1,000,000.00 general aggregate and \$1,000,000.00 products/completed operations aggregate. General liability insurance will include coverage for contractually assumed liability. Limits of liability for professional liability insurance shall be, at a minimum, \$1,000,000.00 per occurrence/claim and \$1,000,000.00 aggregate. If the general liability insurance coverage and/or the professional liability insurance coverage is on a claims-made basis, the CONSULTANT will maintain coverage in force for a period of two (2) years following the termination of the contract at the limits specified in this paragraph. The CONSULTANT is responsible for the payment of any deductibles or self-insured retentions.

The certificate of insurance shall provide the City with thirty (30) days written notice of cancellation of any of the coverage named in said certificate.

The City will be named as additional insured under the CONSULTANT's general liability insurance and automobile liability insurance policies.

The CONSULTANT agrees to indemnify, hold harmless, and defend the City, its officials, representatives, agents, servants, and employees from and against any and all claims, actions, lawsuits, damages, judgments, liability and expense, including attorney fees and litigation expenses, in whole or in part arising out of, connected with, or in any way associated with the activities of the CONSULTANT, its employees, or its sub-contractors in

connection with the work to be performed under this contract.

#### **ARTICLE 8 - SUCCESSORS AND ASSIGNS**

The City and the CONSULTANT each binds itself and its partners, successors, executors, administrators and assigns to the other party and to the partners, successors, executors, administrators and assigns of such other party, in respect to all covenants of this Contract. Except as stated above, neither the City nor the CONSULTANT shall assign, sublet, convey or transfer its interest in this Contract without the written consent of the other. Nothing herein shall be construed as giving any rights or benefits hereunder to anyone other than the City and the CONSULTANT.

#### **ARTICLE 9 - LAW GOVERNING THIS CONTRACT**

The Contract shall be governed by the laws of the State of Florida. Any and all legal action necessary to enforce the Contract will be held in Broward County. No remedy herein conferred upon any party is intended to be exclusive of any other remedy, and each and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing at law, in equity, by statute or otherwise. No single or partial exercise by any party of any right, power, or remedy hereunder shall preclude any other or further exercise thereof.

#### **Dispute Resolution**

In case of a dispute regarding the interpretation of any part of this Contract, the Parties shall use their best efforts to arrive at a mutually acceptable resolution. The Consultant shall proceed diligently with its performance of the work under this Contract pending the final resolution of any dispute arising or relating to this Contract. The Client shall continue to pay the Consultant for its performance under the Contract except for those items related to the dispute.

#### **ARTICLE 10 - CONFLICT OF INTEREST**

The CONSULTANT represents that it has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with the performance of services required.

Consultant employees, consultants, or subcontractors may undertake outside professional activities provided such activity and involvement does not conflict or interfere with this Contract. In addition, employees, consultants, or subcontractors will not directly or indirectly, alone or with others, engage in or have any interest in any person, firm, or entity that engages in any business activity that is competitive with the business performed under this Contract.

#### **ARTICLE 11 - EXCUSABLE DELAYS**

The PARTIES shall not be considered in default by reason of any failure in performance if such failure arises out of causes reasonably beyond the control of the PARTIES and without their fault or negligence. Such causes include, but are not limited to: acts of God; natural or public health emergencies; and abnormally severe and unusual weather conditions. Upon either PARTY'S request, the other PARTY shall consider the facts and extent of any failure to perform the work and, if the PARTY'S failure to perform was

without its fault or negligence, the Contract Schedule and/or any other affected provision of this Contract shall be revised accordingly to a newly agreed upon timeline. It shall be the responsibility of the PARTIES to notify the other PARTY promptly in writing whenever a delay is anticipated or experienced, and to inform the other PARTY of all facts and details related to the delay.

#### **ARTICLE 12 - DISCLOSURE AND OWNERSHIP OF DOCUMENTS**

All written and oral information not in the public domain or not previously known, and all information and data obtained, developed, or supplied by the City or at its expense will be kept confidential by the CONSULTANT and will not be disclosed to any other party, directly or indirectly, without the City's prior written consent unless required by a lawful order. All drawings, maps, sketches, programs, data base, reports and other data developed, or purchased, under this Contract for or at the City's expense shall be and remain the City property and may be reproduced and reused at the discretion of the City.

All covenants, agreements, representations and warranties made herein, or otherwise made in writing by any party pursuant hereto, including but not limited to any representations made herein relating to disclosure or ownership of documents, shall survive the execution and delivery of this Contract and the consummation of the transactions contemplated hereby.

#### **ARTICLE 13 - NONDISCRIMINATION**

The CONSULTANT warrants and represents that all of its employees are treated equally during employment without regard to race, color, religion, disability, sex, age, national origin, ancestry, marital status, and sexual orientation.

#### **ARTICLE 14 - ENFORCEMENT COSTS**

If any legal action or other proceeding is brought for the enforcement of this Contract, or because of an alleged dispute, breach, default or misrepresentation in connection with any provision of this Contract, the successful or prevailing party will be entitled to recover reasonable attorney's fees, court costs and all expenses (including taxes) even if not taxable as court costs (including, without limitation, all such fees, costs and expenses incident to appeals), incurred in that action or proceeding, in addition to any other relief to which such party may be entitled.

#### **ARTICLE 15 - SEVERABILITY**

If any term or provision of this Contract, or the application thereof to any person or circumstances shall, to any extent, be held invalid or unenforceable, the remainder of this Contract, or the application of such terms or provision, to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected, and every other term and provision of this Contract shall be deemed valid and enforceable to the extent permitted by law.

**ARTICLE 16 - ENTIRETY OF CONTRACTUAL AGREEMENT**

The City and the CONSULTANT agree that this Contract together with the Exhibits hereto, sets forth the entire agreement between the parties, and that there are no promises or understandings other than those stated herein. None of the provisions, terms and conditions contained in this Contract may be added to, modified, superseded or otherwise altered, except by written instrument executed by the Parties hereto in accordance with Article 17 - Modification and Changes. In the event of any conflict or inconsistency between this Contract and the provisions in the incorporated Exhibits, the terms of this contract will supersede and prevail over the terms in the incorporated Exhibits.

**ARTICLE 17 – MODIFICATIONS AND CHANGES**

Only the City has authority to issue modifications to this Contract that materially change or modify any of the specifications, terms, or conditions of this Contract.

Only the City may, by written order, make changes within the scope of work of this contract including but not limited to any one or more of the following: (a) description of services to be performed; and (b) period of performance.

No change order shall be binding unless so issued in writing and, until approved by the City.

**ARTICLE 18 - NOTICE**

All notices given under this Contract shall be sent by certified mail, return receipt requested, and if sent to the (name of client) shall be mailed to:

City Manager, City of Pompano Beach  
PO Drawer 1300  
Pompano Beach, FL 33060

and if sent to the CONSULTANT shall be mailed to:

Director Grants & Contract Administration International  
City/County Management Association (ICMA) 777 North  
Capitol Street, Suite 500 Washington, DC 20002

**IN WITNESS WHEREOF**, the Parties hereto agreed to all that is written herein and included within Exhibit "A" and Exhibit "B".

"CITY"

Witnesses:

\_\_\_\_\_

BY:

\_\_\_\_\_  
LAMAR FISHER, MAYOR

\_\_\_\_\_

BY:

\_\_\_\_\_  
DENNIS W. BEACH,  
CITY MANAGER

Attest:

\_\_\_\_\_  
MARY L. CHAMBERS, CITY CLERK

(SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_

GORDON B. LINN, ESQ.  
CITY ATTORNEY

STATE OF FLORIDA

COUNTY OF BROWARD

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_, 2011 by **LAMAR FISHER**, as Mayor; **DENNIS W. BEACH** as City Manager and **MARY L. CHAMBERS** as City Clerk of the City of Pompano Beach, Florida, a municipal corporation, on behalf of the municipal corporation, who is personally known to me.

NOTARY'S SEAL:

\_\_\_\_\_  
NOTARY PUBLIC, STATE OF FLORIDA

\_\_\_\_\_  
(Name of Acknowledger Typed, Printed, or Stamped

\_\_\_\_\_  
Commission Number

"CONSULTANT"

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION, INC.

[Signature]  
WITNESSES

RYAN DAVIES  
Typed Name of Witness

BY: [Signature]

Print Name: Wayne C. Sommer

Title: Team Leader, U.S. Programs

The foregoing instrument was acknowledged before me this 25<sup>th</sup> day of August, 2011 by Wayne C. Sommer. He is personally known to me or who has produced (type of identification) as identification.

NOTARY'S SEAL:

[Signature]  
NOTARY PUBLIC, STATE OF FLORIDA District of Columbia



JULIE S. PIKE  
NOTARY PUBLIC DISTRICT OF COLUMBIA  
My Commission Expires July 31, 2014

(Name of Acknowledger Typed, Printed, or Stamped)

Commission Number

## EXHIBIT A

### Payment and Fees Schedule

ICMA agrees to conduct the project for the sum of \$52,000, exclusive of travel. The project would be billed in three installments: the first within 14 days of the start of the project for \$20,000; the second billed at the time of the draft data analysis report for \$20,000 and the third at presentation of the final report for \$10,000. Payments would be made out to the International City/County Management Association upon invoicing as according to the aforementioned payment schedule. If some other arrangement is deemed more appropriate by the city, ICMA will work cooperatively for an agreement on the payment terms.

A travel budget of \$7,500 is proposed. All travel costs will be billed separately on an occurrence bases, or upon final project completion. ICMA agrees to work cooperatively with the client in order to reduce such costs to the greatest extent possible while still meeting the expectations of the city.

Payments would be made out to the International City/County Management Association upon invoicing as according to the aforementioned payment schedule. If some other arrangement is deemed more appropriate by the County, ICMA will work cooperatively for an agreement on the payment terms.

All payment installments shall be remitted to the International City/County Management Association, and are due and payable upon receipt of invoice. All other project costs, plus actual reimbursements for travel and other direct expenses approved or provided will be paid within 45 days of the delivery of invoice.

**EXHIBIT-B**  
**SCOPE OF SERVICES**

The CONSULTANT shall perform the following tasks as set forth below within the time periods indicated under Article 2:

**A. Fire and EMS Data Analysis**

- 1) Call Analysis:
  - a. Calls by month.
  - b. Calls by type and duration.
  - c. Number of units dispatched to call.
  
- 2) Response Time Analysis:
  - a. Response time analysis by call type and zone.
  - b. Response time analysis of first and second arriving units for structure and outside fire calls.
  - c. Cumulative distribution of response time for EMS, Structure / Outside fire calls.
  - d. Review calls that experience unusually long response times.
  
- 3) Overtime Analysis:
  - a. Overtime and minimal manning analysis.
  
- 4) Workload Analysis
  - a. Workload (number of runs and total busy time) by call type.
  - b. Workload by individual unit.
  - c. Workload by hour of day.
  - d. Workload driven by mutual aid calls.
  
- 5) Busiest Hours Analysis
  - a. Annual busy time by number of busy units.
  - b. Frequency distribution of the number of calls in an hour.
  - c. Top ten hours with the most calls received.
  - d. Workload analysis for the busiest two hours.
  
- 6) Mapping
  - a. Visually present the data for the response time zone for each station, density of calls by call type, the incremental growth of calls at different time intervals (daily – weekly – monthly).

**B. Operations Review**

- 1) The CONSULTANT will evaluate equipment, maintenance, records, policies, procedures, and stations to create recommendations for future service delivery. The following questions will be addressed:
  - a. What are calls for service? What are the trends for calls for service?

- b. What is the response time and pattern delivered by the department? How can it be improved?
  - c. Does the department have a strategic plan for deployment or is it using a tactical approach?
  - d. Is the organization using current resources efficiently and effectively?
  - e. What are the processes in place to decide the effectiveness of community education? In-house education? Fire prevention? Building and code enforcement?
  - f. Is the recruiting and training process effective? Efficient? How can it be improved?
  - g. Is an additional manned ladder truck needed?
  - h. Are additional Fire Stations needed?
- 2) The CONSULTANT will meet with elected and appointed officials as well as identified community leaders to determine the outcome they are seeking from deployment of resources.
- 3) Observations and recommendations will be developed around ten key areas:
- a. Governance and Administration
  - b. Assessment and Planning
  - c. Goals and Objectives
  - d. Financial Resources
  - e. Programs (To include fire suppression, EMS, fire prevention, public education, fire investigation, rescue, hazardous materials, homeland security, marine services, and other programs)
  - f. Physical resources
  - g. Human Resources
  - h. Training
  - i. Essential Resources (Water, Communications, Administrative support)
  - j. External System Relationships
- 4) Using GIS technology the CONSULTANT will review the current locations of deployed equipment and stations with recommendations developed for the future.

**C. Pay & Benefits**

- 1) The CONSULTANT will verify compensation packages provided to the City's Fire Department Staff as compared to other comparable departments within the region.

**D. Reports**

- 1) The CONSULTANT will report project status to the City Manager, or designee, at agreed upon intervals using an acceptable and agreed upon reporting template.

# Proposal for Analysis of Fire/EMS Operations

Pompano Beach, FL



FIRE/EMS

OPERATIONS

C E N T E R F O R P U B L I C S A F E T Y M A N A G E M E N T

Submitted by and reply to:  
ICMA Center for Public Safety Management  
International City/County Management Association  
777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
[ConsultingServices@icma.org](mailto:ConsultingServices@icma.org)  
202-962-3607

## ICMA

*Leaders at the Core of Better Communities*



*Leaders at the Core of Better Communities*

July 22, 2011

Mr. Brian Donovan  
Assistant to the City Manager  
100 West Atlantic Boulevard  
Pompano Beach, FL 33060

Dear Mr. Donovan:

The ICMA *Center for Public Safety Management* is pleased to submit this proposal for an analysis of fire services for the City of Pompano Beach, Florida.

This proposal is specifically designed to provide the City with a thorough and unbiased solution to the questions regarding the usage of services. Because this issue will have a dramatic impact on the community and because the city must have complete confidence in the outcome of our report, we have assembled what must be considered a premier team of subject matter experts with nationally recognized expertise in a wide range of public safety services.

Our project management staff has decades of experience supporting clients in the local government, state and private sectors as well. Because of the expertise that each of these persons bring, you can expect the highest quality solution.

As you know, ICMA has provided direct services to local governments nationwide for decades, which have helped to improve the quality of life for millions of residents in the United States and abroad. From an enterprise-wide perspective, we guarantee an honest-broker solution for Pompano Beach's challenge. I, along with my colleagues at ICMA, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at [lmatarese@icma.org](mailto:lmatarese@icma.org)

Sincerely,

A handwritten signature in black ink, appearing to read "Leonard A. Matarese". The signature is fluid and cursive, with a long horizontal stroke at the end.

Leonard A. Matarese  
Director, Research and Project Development  
*ICMA Center for Public Safety Management*

# Overview

## **International City/County Management Association (ICMA)**

The International City/County Management Association (ICMA) is the premier local government leadership and management organization. Since 1914, ICMA's mission has been to create excellence in local governance by developing and fostering professional local government management worldwide. ICMA provides an information clearinghouse, technical assistance, and training and professional development to more than 9,100 chief appointed administrators, assistant administrators, and other individuals throughout the world. The organization's resources and services reach thousands of local, state, and federal government personnel, academics, private sector professionals, citizens, and other individuals with an interest in effective management at the local government level.

ICMA's members represent the administrative center of professional municipal, county, and regional services that affect millions of urban and rural citizens on a daily basis. They are responsible for the leadership that ensures strategic economic growth and management of public services and infrastructure planning, investment, and development. Every day, local government managers determine policy, programming, funding, and strategic decisions that impact the ability of local resources to deal with the management and operations of public safety and legal departments. Local government managers serve as the "hub of the wheel," coordinating efforts and implementing strategies for maximum effectiveness and efficiency.

### **ICMA Center for Public Safety Management**

The ICMA *Center for Public Safety Management* will help the City of Pompano Beach analyze its fire department deployment by providing an unmatched management consulting solution. The ICMA Center for Public Safety is led by Director Thomas J. Wiczorek. He is assisted by Leonard Matarese, director of research and project development. Leonard, along with a team of highly experienced ICMA staff members and hand selected consultants will serve as key personnel to analyze current as well as future deployment of staff and resources.

### **Performance Excellence**

The ICMA *Center for Public Safety Management* approach provides recommendations utilizing two approaches to problems facing communities. Data captured from the Computer Aided Dispatch (CAD) systems of communities is analyzed to establish the current workloads. In addition to data, a team identified by ICMA will conduct an *on-the-ground operational assessment*. From the data and operations review, an analysis and recommendations will be provided to Pompano Beach for future deployment decisions. Key performance indicators will be identified to assist the agency as it implements recommendations. The end result is the ability to continually improve and monitor operations using established baselines and benchmarks of performance measurement.

### **Data Analysis**

Under the direction of Leonard Matarese, our data team has participated in a number of major projects involving emergency services. One of the most notable was work done in Israel's Emergency Medical Services. Our key data analyst, Dr. Kenneth Chelst, has authored a number of books on the use of operations analysis for public safety operations and is a faculty member at Wayne State University in Michigan.

The data team has worked on a wide range of projects for ICMA having conducted studies for cities and counties ranging from small to mid-sized in populations. The ICMA approach to data analysis is unique in the use of raw data from Computer Aided Dispatch systems. By using the raw data, a wide range of analysis is possible with less chance of error. The data analysis will serve as the foundation for subsequent operational review and recommendations.

### **Fire & EMS Operations**

Under the direction of Donald James, the project team will look at the deployment of the fire department to determine the appropriateness of current staffing levels in context to calls for service, response times and employee safety standards for all calls for services, both fire suppression and EMS. We will provide an objective analysis of the call center data an overall operation assessment. The deployment benchmarks will be reviewed and compared to national standards such as the 2010 National Fire Protection 1710 standard as well as the recently proposed amendments to the Insurance Standards Office (ISO) Public Protection Classifications. Evaluation tools created by the ICMA and International Association of Fire Chiefs to accredit departments will be applied for the existing level of services as well as future deployment. Using the data analysis, operational research methodology, and Geographic Information System (GIS) analysis, alternative strategies will be reviewed and recommendations developed.

Within the first 30 days upon contract execution, a request for documents needed to conduct the study will be requested from each of the areas to be assessed. All documents requested should be available to the study team. In addition to review of documents, a project launch strategy session will be conducted with the parties involved. Such an approach has been beneficial in establishing the relationships necessary to complete this type of comprehensive project. Expectations on the part of ICMA as well as the affected agencies will be clarified.

In addition ICMA will verify compensation packages provided to the City's Fire Department Staff as compared to other comparable departments within the region.

# Management Overview

Among ICMA's many activities, it assists local governments through a variety of programs that focus on specific local government concerns including fire. ICMA's focus is on the management perspective in organizing and operating these areas. ICMA *Center for Public Safety Management* acts as an objective and trusted broker tapping into the knowledge of the association's membership base and combining expertise from other appropriate experts to offer innovative ideas, lessons learned, and leading practices to communities. The program provides practical advice and resources that local government managers and staff need to improve services and service delivery in their communities.

We apply standard project management practices to each solution, ensuring that:

- All projects are completed within the contractual scope of work;
- Are completed on time, and within budget.

We rely on these principles to ensure that the final solution meets the client objectives for a comprehensive and concise analysis of resource deployment.

## **Methodology**

The ICMA team follows a standardized approach to conducting analyses of police, fire and public safety departments. We have developed this standardized approach by combining the experience sets of dozens of subject matter experts in the areas of police, fire and EMS. Our collective team has more than a combined 100 years of conducting studies for cities in the United States and internationally.

We begin most projects by extracting calls for service and raw data from an agency's computer aided dispatch system. The data are sorted and analyzed for comparison to nationally developed performance indicators. These performance indicators (response times, workload by time, multiple unit dispatching, etc.) are valuable measures of agency performance. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to Pompano Beach. Due to the size and complexity of the documents, this allows for simple, clean reporting.

In many cases cities hire ICMA to conduct an operational review alongside a data analysis. In those cases, the performance indicators serve as the basis for the operational reviews. Prior to any on-site arrival of an ICMA team, agencies are asked to compile a number of key operational documents (policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors as well as rank and file members; attendance at roll calls; and ride-alongs. We review case files with inspectors and observe dispatch operations to ensure compliance with the provided written documentation.

As a result of any on - site visits and data assessments, our subject matter experts produce observations and recommendations which highlight strengths, weaknesses, opportunities and threats of the department.

We have found that this standardized approach insures that we measure and observe all of the critical components of agencies which establish the baseline performance levels. This information can be used to benchmark against comparable cities. We're able to do this because we recognize that while agencies may vary in size and challenges, there are best practices in use throughout the country.

We liken this standardized approach to the manner of an auditing process:

- ICMA asks questions and requests documentation upon project start up;

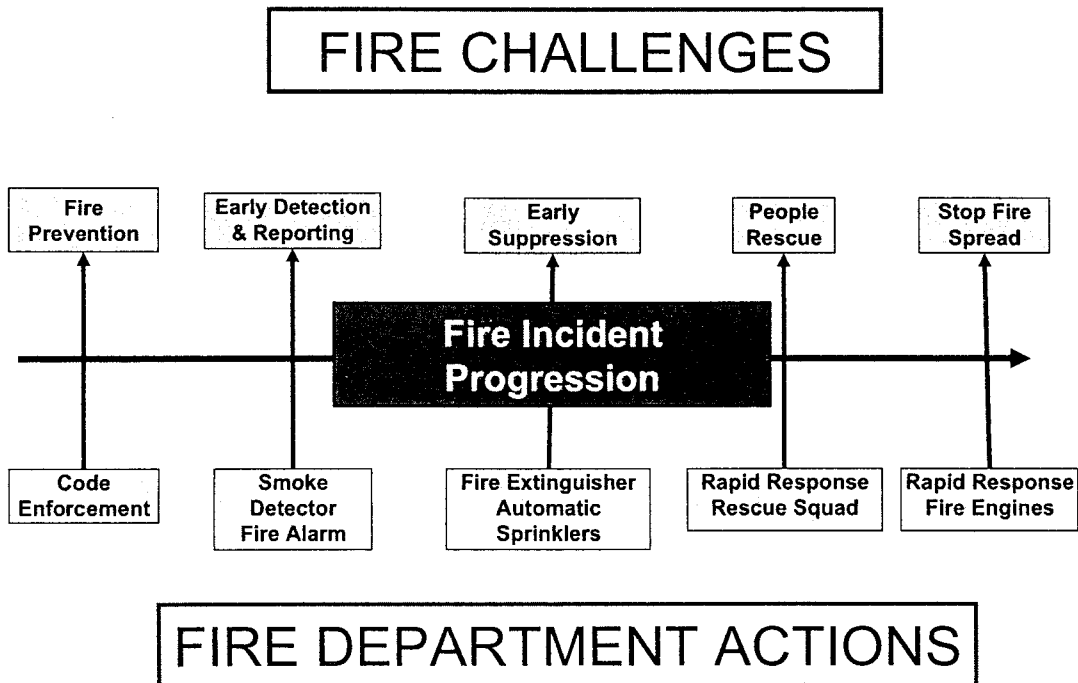
- We confirm accuracy of information received;
- We deploy operations teams on - site to research the uniqueness of each environment;
- We perform data modeling and share preliminary findings with each city; and
- We assess any inconsistencies reported by client cities and communicate our results in a formal, written report.

Our approach has been tried and tested. As a result of our thorough, standardized and systematized approach, we are confident our approach will allow for continuous improvement to remain both relevant and among the best in class.

# The ICMA Approach

ICMA Center for Public Safety Management utilizes two methods for evaluating and identifying solutions. The first component is a data analysis with applied operations research principles.

Fire departments staff their stations and train their personnel to respond to a wide array of fire and vehicular accident emergencies. EMS and transport is likely a significant demand upon the Pompano Beach Fire Department. In addition, many departments use the long intervals between calls for service for a variety of prevention activities. Research in the United Kingdom as well as by FEMA has shown that the most cost-effective approach to fire deployment is the elimination of calls. If a call is received, eliminating hazards decreases the risk faced by first responders and may result in a more positive outcome. These preventive strategies should include building code enforcement and quality of life enforcement issues. The effort may also include fire extinguishers and automatic sprinkler systems. All of these prevention and rapid response activities are laid out below.



The resulting data study will gather and analyze data on the number of personnel on duty, as well as the efficiency and effectiveness of the current deployment on the fire runs. Resources utilization will be quantified for concentration, location, and drawdown.

The study will also analyze fire call data to provide a comprehensive review of fire services including a detailed analysis of workloads and response times. The analysis of the workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the Fire Department.

The study will pay special attention to fires reported in residences or building and will require the use a number of measures of severity to categorize these reported building fires. Some examples of questions to be answered as a part of the study include: Did the fire spread beyond local source? What was the extent of the damage? How long did the engine companies work at the scene?

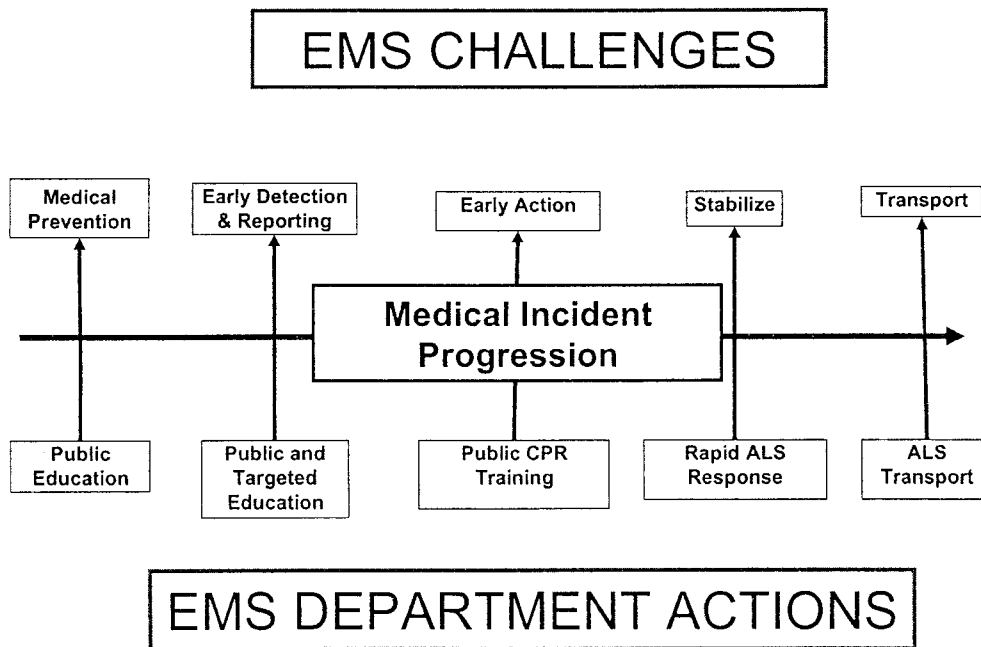
For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire calls per 24-hour period and by shift for each engine company. It will document any dramatic variations by time of day and day of week as well as seasonal variations. It will also require the review the department's fire prevention activities that fire personnel carry out between emergency calls. The study will also analyze data to determine the proportion of calls and the associated workload that arise within the city's borders compared to mutual aid calls. Response time is an important statistic in emergency service systems. We will determine:

- Average response time
- Distribution of response times for different call categories
- Response time for the second arriving engine company, where possible

We will also identify and review calls that experienced unusually long response times.

**Emergency Medical Services**

Fire departments often provide EMS as well. There are variations from city to city with regard to the level of personnel training and whether or not they transport patients to the hospital. In addition, departments that follow best practices engage in a wide array of prevention activities between calls for service. These may include broad based public education or citizen and household specific assessments. The total EMS challenge involves close integration of the fire department and the public as portrayed in the figure below.



## A. Proposed Study for Each Department – Fire and EMS Data Analysis

1. What are calls for service both in total and by call type? What are the trends for calls for service?
2. What is the response time and pattern delivered by the department both internally in contract services and in mutual aid? How can it be improved?
3. What is the strategic plan that all parts of the fire department can work towards?
4. What are the risks and high hazards that the department is charged with protecting?
5. Is the organization using current resources efficiently and effectively?
6. What are the processes in place to decide the effectiveness of community education? In-house education? Fire prevention? Building and code enforcement?

The resulting study will gather and analyze data on the number of personnel on duty, as well as the efficiency and effectiveness of the current deployment on the fire runs.

We note that the Pompano Beach Fire Department currently produces an excellent report – one of the best that we have seen produced by a local fire department. However the current performance brief primarily focuses on call analysis, response time analysis and overtime analysis. The fire and EMS report proposed by ICMA will include more sophisticated analysis in each of the three sections.

### 1) Call Analysis:

- Call by month
- Call by type and duration
- Number of units dispatched to call

**Importance:** Call by Month is helpful to understand the overtime spending in different months. The call by type and duration, and number of units dispatched to call analysis is important to understand the current dispatch practice and provides continuous improvement opportunity to reduce over responding cases.

### 2) Response Time Analysis

- Response time analysis by call type and zone
- Response time analysis of first and second arriving units for structure and outside fire calls
- Cumulative distribution of response time for EMS, Structure / Outside fire calls

**Importance:** Response time is one of the most important operational measurements in fire and EMS services. The additional analysis will help the fire department to identify key areas for improvements.

### 3) Overtime Analysis

- Overtime and Minimal Manning Analysis

**Importance:** The overtime and minimal manning analysis will help to understand if the minimal manning is driving the overtime cost and thus to design optimal minimal manning schedules to match the call and workload pattern and at the same time to minimize overtime cost.

In addition, ICMA's fire and EMS report will include analysis on the following aspects, which are extremely valuable and not part of the current performance brief.

### 4) Workload Analysis

- Workload (number of runs and total busy time) by call type
- Workload by individual unit
- Workload by hour of day

**Importance:** the workloads are different than incidents, and it is important to justify any budgetary decisions based on combined information of call and workload analysis.

### 5) Worst Scenario Analysis

- Annual busy time by number of busy units
- Frequency distribution of the number of calls in an hour

- Top ten hours with the most calls received
- Workload analysis for the busiest two hours

**Importance:** the worst scenario analysis will help the management to quantify the impacts in worst case situations and thus to make informed budgetary decisions.

#### 6) Dynamic Map

The sophisticated map will visually present the data for the response time zone for each station, density of calls by call type, the incremental growth of all calls at any time interval (day, week or month).

The study will analyze 2011 fire and EMS call data to provide a comprehensive review of fire department services including a detailed analysis of workloads and response times. The analysis of the workloads will begin with an in-depth study of the calls handled and their severity. The goal of this analysis would be to explicate the fundamental nature of the fire and EMS challenge faced by each city's Fire Service. The study will pay special attention to fires reported in residences or building. For each fire and EMS call, we will determine the time spent on-scene and the manpower personnel who worked the scene. This data will be aggregated to determine an overall average total time spent on fire and EMS calls per 24-hour period for each engine company. It will document any dramatic variations in response time by time of day as well as seasonal variations in workload. It will also require the review the department's fire and EMS prevention activities that fire personnel carry out between emergency calls.

Response time is an important statistic in emergency service systems. We will determine:

- Average response time
- Distribution of response times for different call categories
- Response time for the second arriving engine company, where possible

We will also identify and review calls that experienced unusually long response times.

### **Operations Review**

Using information analyzed by the data team, an operational assessment by ICMA will be conducted to evaluate the deployment of emergency resources.

The ICMA team will evaluate equipment, maintenance, records, policies, procedures, and stations to create recommendations for future service delivery. The following are some of the questions that will be answered by the team:

- What are calls for service? What are the trends for calls for service?
- What is the response time and pattern delivered by the department? How can it be improved?
- Does the department have a strategic plan for deployment or is it using a tactical approach?
- Is the organization using current resources efficiently and effectively?
- What are the processes in place to decide the effectiveness of community education? In-house education? Fire prevention? Building and code enforcement?
- Is the recruiting and training process effective? Efficient? How can it be improved?

The team will meet with elected and appointed officials as well as identified community leaders to determine the outcome they are seeking from deployment of resources.

Observations and recommendations will be developed around ten key areas:

- Governance and Administration
- Assessment and Planning
- Goals and Objectives
- Financial Resources

- Programs (To include fire suppression, EMS, fire prevention, public education, fire investigation, rescue, hazardous materials, homeland security, marine services, and other programs)
- Physical resources
- Human Resources
- Training and Competency
- Essential Resources (Water, Communications, Administrative support)
- External System Relationships

Using GIS technology we will review the current locations of deployed equipment and stations with recommendations developed for the future. Key to making these determinations will be response time for dispatched units.

The ICMA data team has created 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 the desire by ICMA to deliver the right resources at the right time.

# Analysis of the Busiest Hours of the Year

Fire departments often speak of the "worst case scenario" when developing staffing and deployment plans. In reality, an agency can never staff for the worst case scenario, because whatever situation can be envisioned, there can always be a more serious event that can be planned.

To make staffing and apparatus decisions what is needed is a clear understanding of what levels of demand can reasonably be expected over specific periods of time in a specific jurisdiction. For example, what are the busiest calls for service times over a one year period and what levels of staffing and apparatus were needed to handle to this workload?

To answer this question requires a detailed analysis of calls for service, broken down minute by minute, identifying which units were busy and how many units remained available to respond to a new call for service. More sophisticated analysis can take into consideration available mutual aid resources.

There is significant variability in the number of calls from hour to hour. One special concern relates to the fire resources available for the highest workload hours. We tabulate the data for each of 8760 hours in the year. We identify how often the fire department will respond to more than a specified number of calls in an hour. In studying call totals, it is important to remember that an EMS run typically lasts, on average, a different amount of time than a fire category call.

## Example of "Busiest Hour Analysis"

What follows is an example of an ICMA study of a fire department with 17 units staffed all the time. For the vast majority of these high volume hours, the total workload of all units combined is equivalent to 3 or fewer units busy the entire hour. For the ten highest volume hours, 0.1% of the hours, the total workload exceeded 3 hours. All of these high volume hours occurred between 10 a.m. and 9 p.m.

The hour with the most work was between 1000 and 1100 on September 12, 2009. The 21 calls involved 34 runs. The combined workload was 417 minutes. This is equivalent to 7 firefighting units being busy the entire hour. However, in the city there are 17 units staffed all of the time. During the worst portion of the hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

The hour with the most calls was between 1400 and 1500 on October 13, 2009. The 23 calls involved 28 runs. The combined workload was 379 minutes. This is equivalent to between 6 and 7 firefighting units being busy the entire hour. However, in the city there are 17 units staffed all of the time. During the worst portion of the hour, there were always at least 7 units still available to respond immediately. Only 3 of the 17 units were busy more than 30 minutes during this hour.

**Table 1. Frequency Distribution of the Number of Calls**

Number of Calls in an Hour	Frequency
0-5	6397
6-10	2263
11-15	98
16 or more	2

Observations:

- A total of 6,397 hours (73%) in a year have received 0-5 calls.
- A total of 2,263 hours (25.8%) in a year have received 6-10 calls.
- A total of 100 hours (1.2%) in a year have received 11 or more calls.

**Table 2. Top Ten Hours with the Most Calls Received**

DATE / HOUR	Number of Calls	Number of Runs	Total Busy Minutes
13-Oct-2009 1400	23	28	379
12-Sep-2009 1000	21	34	417
20-Jun-2009 2000	15	16	252
02-Feb-2009 1900	15	16	213
10-Jul-2009 1000	14	15	226
15-Feb-2009 1900	14	20	317
29-Jul-2009 1700	14	18	274
23-Feb-2009 1100	14	15	180
17-Mar-2009 1500	14	17	193
01-Mar-2009 1800	13	14	185

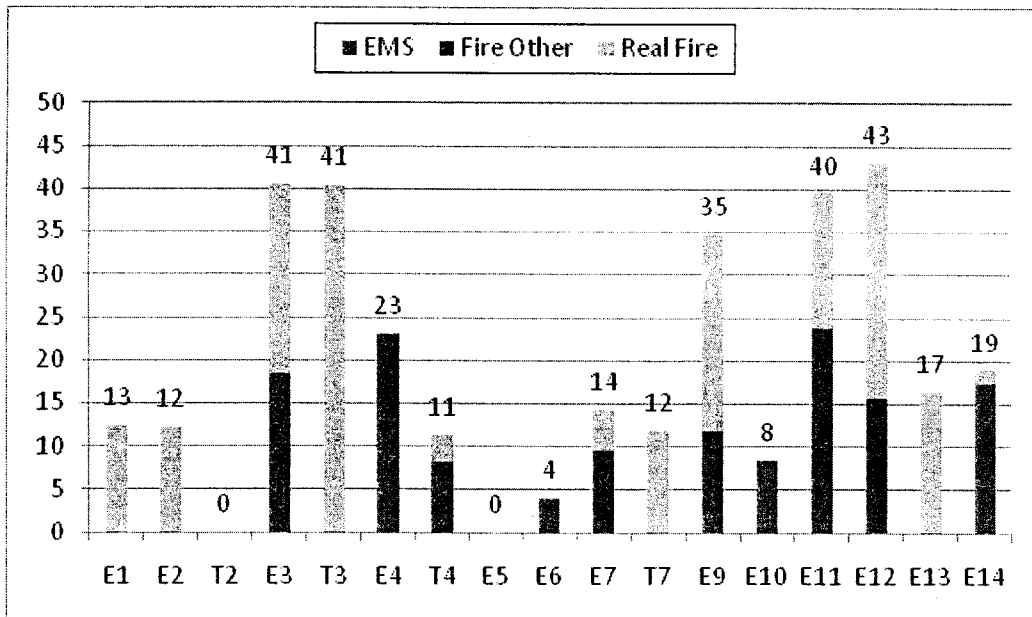
Table 3. Deployed Minutes by Unit for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009

Station	1		2		3		4		5		6		7		9		10		11		12		13		14		Number of Units	
	E1	E2	T2	E3	T3	E4	T4	E5	E6	E7	T7	E9	E10	E11	E12	E13	E14	Busy	Free									
0-5																											1	16
5-10		1.9		0.7																							3	14
10-15																				0.6							7	10
15-20					0.5																						8	9
20-25		1.1																								7	10	
25-30																										5	12	
30-35																										5	12	
35-40																					1.3					6	11	
40-45										1.2																9	8	
45-50											1.8									1.6						11	6	
50-55				0.9																2.5						12	5	
55-60									0.8																	11	6	
Total	12.5	12.3	0.0	40.6	40.5	23.1	11.3	0.0	4.1	14.3	11.8	34.8	8.4	39.6	43.2	16.5	19.0											

Note: The numbers in the cells are the busy minutes within the 5 minute block. The cell values greater than 2.5 are coded as red. Observations:

- Between 10 a.m. and 11 a.m. on September 12, 2009, the fire department responded to 21 calls and dispatched 34 units to these calls.
- In the city there are 17 units staffed all of the time. During the worst portion of this hour, there were always at least 5 units still available to respond immediately. Only 5 of the 17 units were busy more than 30 minutes during this hour.

**Figure 1. Workload by Unit and Call Type for the Hour between 10 a.m. and 11 a.m. on 12-Sep-2009**



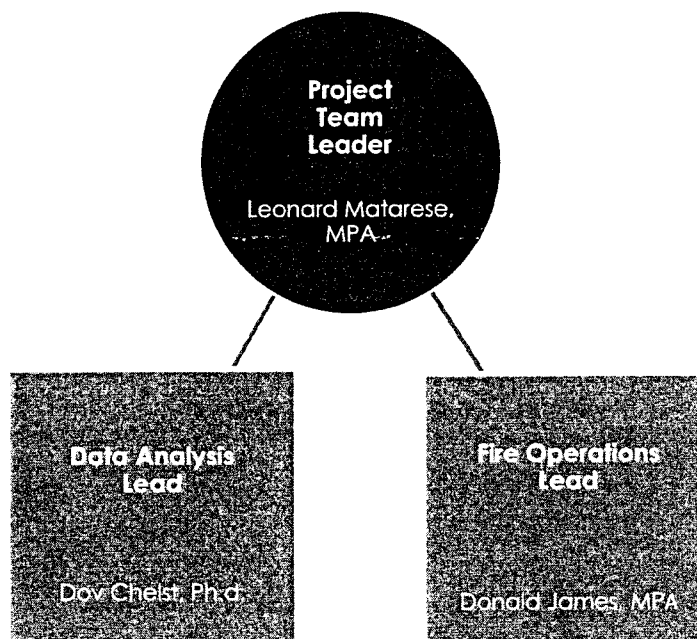
**Observations:**

- Engine companies E3, E11 and E12 were busy more than 40 minutes during this hour.
- Truck T3 was busy more than 40 minutes during this hour.
- Eleven units were busy less than 20 minutes. Two units responded to no calls.

# Organization Chart / Project Staffing

For this project, the ICMA has assembled a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations for Pompano Beach that will enable it to produce the outcomes necessary to provide critical emergency services. The team will consist of a program director, senior operations manager, and several senior public safety consultants selected from our team specifically to meet the needs of the city.

**The management organizational chart for the project includes the following Key Team Members:**



## **Project Manager**

### **Program Director, ICMA Center for Public Safety Management, Director of Research and Project Development**

**Leonard Matarese, MPA, ICMA-CM, IPMA-CP, SPHR**

- **Background**

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has 43 years experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18 years. He has conducted numerous studies of emergency services agencies with particular attention to matching staffing issues with calls for service workload. As a Public Safety Director he has managed Fire / EMS systems with ALS transport.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lightning Strike Force, a 71 agency consortium, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He also serves as a project reviewer for National Institute of Justice. He has a Master's degree in Public Administration and a Bachelor's degree in Political Science.

## **Data Assessment Team**

### **Doy Chelst, Ph.D., Director of Quantitative Analysis, ICMA Center for Public Safety Management**

- **Background**

Dr. Chelst manages the analysis of public safety data for the Center. He specializes in data and statistical analysis. He has taught the subject matter for nearly 10 years at the university level and has a Ph.D. in Mathematics from Rutgers University and a B.A. Summa Cum Laude in Mathematics and Physics from Yeshiva University. Dr. Chelst has managed the data collection and analysis of over 50 city and county public safety agencies within the past three years. He is an expert in extracting CAD data and developing useful statistics from that information.

### **Gang Wang, Ph.D., Senior Data Analyst for Public Safety Studies, ICMA Senior Public Safety Consultant**

- **Background**

Gang Wang received the dual bachelor degrees in industrial design and management science, and the M.S. in information system from Chongqing University in China and the Ph.D. degree in industrial engineering from Wayne State University. He has three years experience in enterprise information system and six years experience in data analysis and applied mathematical modeling. He has rich experience in areas of automotive, travel and public safety

Operations Research with particular emphasis on Fire & EMS. He has published a book chapter and several journal articles.

**Kenneth R. Chelst, Ph.D., Chair of the Department of Industrial and Manufacturing Engineering of Wayne State University, Senior Public Safety Consultant**

- **Background**

Dr. Chelst is an expert in the application of advanced mathematical models for all emergency resources planning. He lead a demonstration project for the City of Detroit Police Department which cut response times by 40% using continuous improvement and data driven decision making. Over the past two decades he has studied several dozen emergency services operations using data driven techniques to determine the most efficient organizational structures to provide public safety services. He holds a Ph.D. degree in operations research from M.I.T. where his dissertation topic was Mathematical Models of Police Patrol Deployment. His research interests include operations research models applied to emergency services, structured decision making.

**David Martin, Ph.D., Senior Researcher in the Center for Urban Studies, Wayne State University, Senior Public Safety Consultant**

- **Background**

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites.

**Operations Assessment Team – Fire**

**Director, ICMA Center for Public Safety Management**

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

- **Background**

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.) and was an author on the most recent "Standards of Response" book printed by the CPSE. 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 50 states and has been assigned a course number by the DHS.

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 distinguished service by the Michigan Municipal League in 2005.

**Chief Donald James, MPA, (Ret), Assistant Chief, Miami-Dade Fire Rescue, Senior Public Safety Manager**

- **Background**

During a career spanning 30 years, Donald C. James retired in 2005 as an Assistant Fire Chief with the Miami Dade Fire Rescue Department. In that capacity he assumed oversight of various functional areas to include Fire Prevention, Facilities Management and Construction, Communications, Emergency Medical Services and Training Divisions. As a Division Director, he was responsible for multimillion dollar budgets for Community Relations, Emergency Medical Services, Communications and Fire Prevention.

In 1996 he was honored by the National Fire Protection Association as the "Learn Not To Burn Champion" with a Safe Cities Award Grant. Working in conjunction with Miami Dade Public Schools, the grant provides for the teaching of a fire safety curriculum at the elementary grade levels. Among other accomplishments, he was also instrumental in the development of the department's Infectious Disease Control Policy and Procedure – one of the first of its kind in the fire service nationwide.

Mr. James received his Associates degree in Fire Science Technology from Miami Dade College. He holds a Bachelor's degree in Public Administration from Barry University in Miami Shores, and Master's degree in Public Administration from Florida International University, Miami.

**Chief Joseph Pozzo, MPA, Director & Fire Chief, Volusia County Fire Services Department, Retired Chief, Loudon County, Virginia Department of Fire, Rescue & Emergency Management, Senior Public Safety Manager**

- **Background**

Chief Pozzo is the Director and Fire Chief of the Volusia County, Florida Fire Services Department. The agency is a combination department providing fire suppression and EMS services with career firefighters and volunteer members. The agency operates out of 23 stations. Prior to Chief Pozzo's appointment in 2010 he served as the Chief of the Loudoun County Department of Fire and Rescue. That agency is a combination fire and rescue system providing fire, rescue, and emergency management services to one of the fastest growing counties in the nation. The fire and rescue system provides 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. Fire, Rescue and Emergency Management services are executed through 437 career staff and over 1300 volunteer members operating out of nineteen stations. Prior to his appointment with Loudoun County, Chief Pozzo retired from the City of Virginia Beach, Va. Fire Department as a Battalion Chief.

He holds a Master of Public Administration from Troy University where he graduated with honors, B.A., Public Administration from Saint Leo University and several associates degrees including an A.A.S., in Fire Science and Protective Services. He holds the *Chief Fire Officer Designation*, Center for Public Safety Excellence, Commission on Professional Credentialing Adjunct Instructor for Virginia Department of Fire Programs

**Chief Dan Kleman, MGA, (Ret.), City of Jacksonville Fire & Rescue Department,  
Former City Manager of Tallahassee, County Manager of Hillsborough County,  
CAO of Jacksonville Florida, Senior Public Safety Consultant**

- **Background**

Dan Kleman is the Director and Fire Chief of the Jacksonville Fire and Rescue Department and is responsible for 1,300 employees. Since arriving at JFRD in 2006, Chief Kleman, working with his management team, he has expanded management training and professional development for JFRD's officers, opened a new fire station and three replacement stations, identified more than \$1 million in overtime cost savings and enhanced JFRD's recruitment program. Kleman recently developed a 10-year plan, unanimously adopted by City Council, which charts the department's expansion so it can continue to meet Jacksonville's rapidly growing demand for fire and emergency medical services.

Mr. Kleman came to Jacksonville in 2004 to serve as Chief Administrative Officer. In October 2006, he moved from City Hall to JFRD to lead the department. He was appointed City Manager in Tallahassee 1974. After 20-plus years as City Manager, Kleman headed to Tampa where he served as County Manager of Hillsborough County for nearly a decade.

Mr. Kleman has been named Outstanding Public Administrator of the Year by both the Tallahassee and Tampa Bay chapters of the American Society of Public Administration. He is Past President of the 9,000-member International City-County Management Association and the Florida City and County Managers Association. He also was an adjunct professor in Florida State University's Masters of Public Administration program. He holds a bachelor's degree in political science from Bowling Green State University in Ohio and his master's degree in governmental administration from the Wharton Graduate School at the University of Pennsylvania. He is also a graduate of the senior executive program at the John F. Kennedy School of Government at Harvard University.

# Project Timeline

Similar projects of this magnitude that ICMA has managed were completed from between 90 to 160 days. A key factor to the final delivery date is the quality of the CAD data received from dispatch. The quality of the data and ability to transfer its information to ICMA impacts the final completion date because ICMA bases its conclusions on the raw, collected data of the agency and not solely on the opinion of subject matter experts (SME's)

	1	2	3	4	5
<b>Part I</b>					
Project Launch	█				
Reporting to Agency	█	█			
<b>Part II Data Analysis</b>					
System Data Analysis	█	█	█		
Reporting to Agency	█	█	█	█	
<b>Part III Fire</b>					
Review Operations	█	█	█		
GIS analysis of deployment	█	█	█		
Reporting to Agency	█	█	█	█	
<b>Part VI</b>					
<b>Final Report</b>	█	█	█	█	

## Workload and Deployment Data Analysis Report

ICMA commits to delivering a draft data analysis report for fire services 4 months after signing contract. A draft data analysis report will be delivered in 3.5 months.

To accomplish these deadlines require the City to perform certain activities.

- a. The City commits to providing within four weeks of signing contract a full set of requested data
- b. ICMA will work with City officials to review this data set for completeness and obvious problems with preliminary certification scheduled for 6 weeks after signing the contract. This is contingent on prompt response to data questions that arise.
- c. Seven weeks before the data analysis report is due, ICMA will work with City officials to certify the complete data set with regard to:
  - i. The accuracy of the data
  - ii. Irresolvable gaps in the data record and how these gaps will be handled in the analysis and preliminary report. (E.g. an irresolvable gap might be no record of backup units sent to calls or no priority categorization of calls.)

During the week long process of final certification, it is critical that officials respond to questions and request for clarification within 48 hours in order to keep the project on schedule. Any significant delays in addressing problems ICMA uncovers could delay delivery of the data analysis report.

## Past Assignments – Partial Listing

<u>Municipality &amp; Population</u>	<u>Contact Person</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
City of Novi, Michigan Pop. 54,100	Clay Pearson, CM	45175 W. 10 Mile Road Novi, MI 48375	(248) 347-0450	<a href="mailto:cpearson@cityofnovi.org">cpearson@cityofnovi.org</a>
City of Annapolis, Maryland Pop. 36,525 (State Capitol)	Robert Agee Former City Adm.	617 Giddings Ave., Ste 41 Annapolis, MD 21401	(443) 306-1036	<a href="mailto:robertagee@comcast.net">robertagee@comcast.net</a>
Village of Glenview, IL Pop. 46,100	Christopher Clark Deputy CM	118 Parkview Glenview, IL 60025	(847) 904-4375	<a href="mailto:cclark@glenview.il.us">cclark@glenview.il.us</a>
City of East Providence, Rhode Island Pop. 46,680	Richard Brown Former CM	145 Taunton Ave East Providence, RI 02914-4530	(401) 435-7520	<a href="mailto:rbrown@cityofeastprov.com">rbrown@cityofeastprov.com</a>
City of Alameda, California Pop. 72,300	Ann Marie Gallant CM	2263 Santa Clara Avenue Alameda, CA 94501	(510) 747-4881	<a href="mailto:amgallant@ci.alameda.ca.us">amgallant@ci.alameda.ca.us</a>
City of Huron, Ohio Pop. 8,000	Andy White, CM	417 Main Street Huron, OH 44839	(419) 433-5000	<a href="mailto:awhite@cityofhuron.org">awhite@cityofhuron.org</a>
Wyoming, Michigan Pop. 70,122	Curtis Holt CM	1155 W. 28th St. Wyoming, MI 49509	(616) 530-7265	<a href="mailto:holtc@ci.wyoming.mi.us">holtc@ci.wyoming.mi.us</a>
Palo Alto, CA Pop. 64,460	Pamela Antil ACM	250 Hamilton Ave, Palo Alto, CA 94301	(650)- 329-2533	<a href="mailto:pamela.antil@cityofpaloalto.org">pamela.antil@cityofpaloalto.org</a>
Indianapolis, IN Pop. 829,718 (State Capitol)	Frank Straub, Ph.D. Dir. Of Public Safety	200 E. Washington St. Indianapolis, IN 46204	(317)- 327-5090	<a href="mailto:FSTRAUB@indy.gov">FSTRAUB@indy.gov</a>
Belton, TX. Pop. 15,200	Sam Listi, CM	333 Water Street, Belton, TX 76513	(254) 933-5819	<a href="mailto:slisti@ci.belton.tx.us">slisti@ci.belton.tx.us</a>

## Proposed Fees

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

ICMA agrees to conduct the project for the sum of \$52,000, exclusive of travel. The project would be billed in three installments: the first within 14 days of the start of the project for \$21,000; the second billed at the time of the draft data analysis report for \$21,000 and the third at presentation of the final report for \$10,000. Payments would be made out to the International City/County Management Association upon invoicing as according to the aforementioned payment schedule. If some other arrangement is deemed more appropriate by the city, ICMA will work cooperatively for an agreement on the payment terms.

A travel budget of \$7,500 is proposed. All travel costs will be billed separately on an occurrence bases, or upon final project completion. ICMA agrees to work cooperatively with the client in order to reduce such costs to the greatest extent possible while still meeting the expectations of the city.

# Reporting

The Program Manager or specific area team leads will report project status to the identified city contacts at identified intervals using an acceptable and agreed upon reporting template. Beyond this however, communication will be maintained and coordinated through the Team Leader with these contacts and other identified relevant personnel on a regular basis.

## **Contact Info**

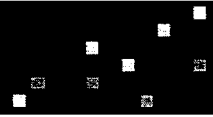
Principal-in-Charge – Thomas J. Wiczorek  
[twiczorek@icma.org](mailto:twiczorek@icma.org)  
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# Conclusion



Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, *ICMA Center for Public Safety Management* acts as a trusted advisor, assisting local governments in an objective manner. In particular, ICMA's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes ICMA a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.



**City Attorney's Communication #2011-1576**

August 29, 2011

**TO:** Brian J. Donovan, Assistant to the City Manager

**FROM:** Gordon B. Linn, Assistant City Attorney

**RE:** Resolution – Contract with International City/County Management Association, Inc.

As requested in your memorandum of August 26, 2011, the following form of Resolution, relative to the above-referenced matter, has been prepared and is attached:

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF POMPANO BEACH, FLORIDA, APPROVING AND AUTHORIZING THE PROPER CITY OFFICIALS TO EXECUTE A CONTRACT FOR CONSULTING/PROFESSIONAL SERVICES BETWEEN THE CITY OF POMPANO BEACH AND INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION, INC. FOR FIRE AND EMS DATA ANALYSIS; PROVIDING AN EFFECTIVE DATE.**

Please have "Inc." inserted after the name of City/County Management Association on the first page and the signature page of the contract prior to submitting the resolution to the City Commission.

If I may be of further assistance, please feel free to contact me.

GORDON B. LINN

/jrm  
l:cor/mgr/atcm/2011-1576

Attachment

2011.08.29.11.11

2011.08.29.11.11

