

PROPOSAL FOR

# COMPREHENSIVE ANALYSIS OF FIRE AND EMS SERVICES

Town of Ulysses, New York



## 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



Center for Public Safety Management, LLC

September 4, 2021

Michael T. Boggs  
P.O. Box 255  
Jacksonville, New York  
14854-0255

Dear Mr. Boggs:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to the Town of Ulysses, New York for an analysis of fire/EMS services. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Conduct a data-driven forensic analysis to identify actual workload. This forms the basis for determining what is driving overtime; workloads; and service demands;
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the departments.
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the industry's best practices;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;
- Determine staffing analysis using workload and performance for fire and EMS departments.

Fire protection services in New York State are provided in unique ways to other parts of the country. Although some are full-time professionals, the majority of people fighting fires and serving on the governing boards of the entities providing these services are volunteers. New York's system for providing fire protection is surprisingly complex.

Cities and most villages have municipal fire departments, the structures of which can be complicated in themselves, especially in villages. Towns usually have independent fire districts, fire protection districts, or a combination of both. The organization and administration of these (not to mention the naming conventions) make the system difficult to understand at a glance. For example, a "fire company" may refer to itself as a "fire department."

This confusion can lead to lack of civic understanding and participation in budget hearings and special elections. In addition to this, many of these entities are quite small and – as noted above – run by part-time and volunteer staff. While many of these organizations do a good job of maintaining financial records, there have been instances where weak internal controls or lack of governing board oversight have led to negative outcomes.

The Town of Ulysses contracts with the Village of Trumansburg for fire and EMS services. That department also serves parts of the Town of Hector and Town of Calvert. The fire department is village owned and employs a chief. Trumansburg Fire Company is a non-profit entity that provides volunteer firefighters.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide. The team we assemble for you will be true "subject matter experts" with hands-on emergency services experience, not research assistants or interns.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I can be reached at 616-813-3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us).

Sincerely,



Thomas J. Wieczorek  
Director  
Center for Public Safety Management, LLC

# THE ASSOCIATION & THE COMPANY

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## International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 103-year old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website, www.icma.org](#), publications, research, professional development, and membership.

## Center for Public Safety Management (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. ([www.cpsm.us](#))

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association'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, etc.

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis, 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.

We have conducted over 346 such studies in 43 states and provinces and 246 communities ranging in population size 8,000 (Boone, IA) to 800,000 (Indianapolis, IN).

# PROJECT STAFFING – FIRE/EMS

The proposal will look at the fire and EMS services serving the Town of Ulysses by the Village of Trumansburg. For this project, we would assign Peter J. Finley and Matt Zavadsky who have considerable experience looking at deployment of fire and EMS systems. CPSM is working on a project with the U.S. Fire Administration that is focused on how fire services (and EMS) can continue to be provided in volunteer agencies when volunteer ranks are dwindling. New York, Pennsylvania, and North Carolina have been particularly hard hit by this trend.

Matt Zavadsky is the president of the National EMT Association and who is currently serving as liaison to several federal committees on the future of EMS in the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a Project Manager, two Team Leaders and several senior public safety Subject Matter Experts selected from our team specifically to meet the needs of the community.

**The fire/EMS management organizational chart for the project includes the following Key Team Members**



## PROJECT MANAGERS

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### LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-CP

Director of Research and Project Development, Center for Public Safety Management

#### BACKGROUND

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has 44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the 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 managed several hundred studies of emergency services agencies with attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. 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 has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director, he has managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

Mr. Matarese has presented before most major public administration organizations annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a master's degree in Public Administration and a bachelor's degree in Political Science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association-Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the International Association of Chiefs of Police and of ICMA.

## PROJECT MANAGER

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### THOMAS WIECZOREK

Director, Center for Public Safety Management; 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.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids Junior College. He

often testified 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 (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); served on the NFPA 1710 career committee; and currently serves on the NFPA 1730 committee.

He 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 and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas.

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.

## **DATA ASSESSMENT TEAM – PROJECT LEADER**

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DOV CHELST, PH.D.

Director of Quantitative Analysis

### **BACKGROUND**

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. 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. 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 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

## **SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS**

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DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University

### **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. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

## **SENIOR PUBLIC SAFETY DATA ANALYST**

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PRISCILA MONACHESI, M.S., B.A.

### **BACKGROUND**

Priscila Monachesi is a Senior Data Analyst with CPSM and has worked on over 40 data analysis projects for city and county public safety agencies. She has over ten years' experience as a Project Leader/Senior System Analyst in auto manufacturing and financial systems.

She has a M.S in Statistics from Montclair State University, a B.A. in Economics from Montclair State University, and a Technical Degree in Data Processing from Pontifícia Universidade Católica in Brazil.

## **PUBLIC SAFETY DATA ANALYST**

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SHAN ZHOU, PH.D.

### **BACKGROUND**

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale



School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics and Development from University of Minnesota.

## **PUBLIC SAFETY DATA ANALYST**

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XIANFENG LI, PH.D.

### **BACKGROUND**

Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in Complex System Modeling, Data Analysis, and Statistical Physics. He is highly qualified in various coding programs and has earned numerous data science certifications. He previously worked as a Research Associate and Postdoctoral Fellow. Dr. Li earned his Ph.D. and master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his bachelor's degree in Chemistry at Jilin University in Changchun.

## **PUBLIC SAFETY DATA ANALYST**

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LEAH BALTER, BA

### **BACKGROUND**

Leah Balter has a background in applied mathematics and previously worked as a Supplemental Instruction Leader for Calculus I and II before becoming an Assistant Property Supervisor. Her skill set includes proficiency in various programming languages such as C++, R, and MATLAB. Ms. Balter has strong written and oral communication skills and is an adept multitasker with high attention to detail. She earned her B.S. in Applied Mathematics from the University of California, Los Angeles.

## **SENIOR PUBLIC SAFETY DATA ANALYST**

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SARITA VASUDEVAN, M.S., M.S., MBA

### **BACKGROUND**

Sarita Vasudevan specializes in data analysis and database design to analyze public safety agencies. Sarita has worked on over 45 projects for police and fire departments across the United States. Prior to CPSM, Sarita worked as a Vice President with the Corporate Technology group at Morgan Stanley, as a senior implementations consultant with the Global Solutions Delivery group at Ariba Inc. and as a Technical manager in the Consultancy Services group at Oracle Corporation.

Sarita Vasudevan has a M.S in Statistics from Rutgers University, a M.S. in IOR from the University of California, Berkeley and an MBA from the Indian Institute of Management, Calcutta.

## SENIOR PUBLIC SAFETY DATA ANALYST

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SARAH WEADON, B.A.

### BACKGROUND

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.

## PUBLIC SAFETY DATA ANALYST

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RYAN JOHNSON, B.A.

### BACKGROUND

Ryan Johnson is a new addition to the CPSM data analyst team, specializing in the analysis of fire data. He has helped complete fire analysis projects for several cities and has handled ad hoc requests for modeling optimum staffing levels for police departments. Ryan brings experience in financial data analysis from the telecom expense industry, where he was the lead analyst for four clients; 3 fortune 500 companies and the Top Architectural Engineering Firm in the country. He also brings experience in spatial analytics from his time with Homeland Security. Ryan has a B.S. in Economics from Georgia State University and he is completing his M.A. in Economics from Rutgers University.

## OPERATIONS ASSESSMENT TEAM – FIRE AND EMS UNIT

### SENIOR MANAGER OF FIRE AND EMS

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#### CHIEF JOSEPH POZZO, MPA, CFO

Currently the Assistant Director of Human Resources for Volusia County, Florida; 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.

#### BACKGROUND

Joe has a thirty-eight (38) year career in public service. Since 2015, Joe has served as the Assistant Director of Human Resources for Volusia County, Florida (3,200 employees), where he manages the employee relations, benefits administration, and occupational health services functions and teams, as well as assist the Human Resources director with the management and negotiation of six collective bargaining agreements/units. Joe is also deeply involved in developing and implementing the County's Diversity and Inclusion initiative.

Joe took a leave of absence in 2014 from the Center for Public Safety Management to assist the City of Port Orange, FL transition the fire department from the city's public safety administrative model. While in Port Orange, Chief Pozzo was responsible for the reformation of the fire department to include the operations and management of this career department that delivers fire, EMS first response, and emergency management services to over 56,000 citizens living within 27 square miles.

Joe has served as the Deputy Director of the Department of Public Protection Volusia County, Florida, 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 wild land/urban interface efforts.

Prior to Chief Pozzo's appointment in 2010 in Volusia County, 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 emergency management services in one of the fastest growing counties in the nation. The fire and rescue system during Chief Pozzo's tenure 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. Fire, Rescue and Emergency Management services were executed through 450+ career staff and over 1400 volunteer members operating out of nineteen 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, Va. Fire Department for 19 years reaching the level of Battalion Chief prior to embarking on his career as a Fire Chief/Director.

Joe 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 technical certifications. He holds the **Chief Fire Officer Designation** from the Center for Public Safety Excellence, and is a

**Certified Professional in Human Resources** through the Society of Human Resource management (SHRM).

## SENIOR MANAGER OF FIRE AND EMS

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### 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.

#### BACKGROUND

Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He currently serves as fire chief for the City of Flagstaff, Arizona and has held this position since 2002. Prior to this, 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. He also has wildland fire experience, supervising a fuel management program, the adoption of a Wildland Interface Code, and the adoption of a Community Wildfire Protection Plan (CWPP).

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

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### GERARD J. HOETMER, MPA

Retired Executive Director of Public Entity Risk Institute, Fairfax, Virginia

#### BACKGROUND

Gerry Hoetmer is an expert in fire services, emergency management, and risk management. He served as the founding executive director of the Public Entity Risk Institute, a nonprofit organization that provided training, technical assistance, and research on risk management issues for local government and other public and quasi-public organizations. During his tenure as executive director he was a member of the National Academy of Sciences Disaster Roundtable. Prior to his position as executive director at PERI, Mr. Hoetmer worked at ICMA for 19 years, most recently as the director of research and development. He has written extensively on local government emergency management, the fire service, code enforcement, and risk management issues.

Seminal works include the first report to Congress on fire master planning and the first edition of *Emergency Management: Principles and Practices for Local Government*. In addition to providing expert testimony before Congress and local arbitration boards on fire staffing and scheduling issues, Mr. Hoetmer represented ICMA on the NFPA 1500 Standard on Occupational Safety and Health; NFPA 1201, the Standard for Providing Emergency services to the Public; and the 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. Mr. Hoetmer has developed and conducted training programs and seminars at FEMA's Emergency Management Institute and the National Fire Academy in Emmitsburg, Maryland.

He holds a Bachelors from the State University of New York, New Paltz and the Master of Public Administration degree from the University of Colorado at Denver.

## **SENIOR ASSOCIATE**

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### **CHIEF JOHN (JACK) BROWN (RET.), BA, MS, EFO**

Director, Arlington County Office of Emergency Management, Retired Assistant Chief Fairfax County Fire & Rescue Department

#### **BACKGROUND**

Jack Brown's 40 year public safety career includes 29 years with the Fairfax County, Virginia Fire & Rescue Department, where he retired as Assistant Fire Chief of Operations. He served in a number of operational and staff positions, including the Office of the Fire Marshal where he attained NFPA certification as a Fire Inspector II and Fire Investigator. As an investigator, he conducted post fire and post blast investigations, assisting in the prosecution of offences involving arson and illegal explosives. He served as a Planning Section Chief and Task Force Leader for the Fairfax County Urban Search and Rescue Task Force (VA TF-1). He deployed to Nairobi, Kenya as Plans Chief in response to the 1998 embassy bombing and as Task Force Leader on a deployment to Taiwan in response to an earthquake in 1999.

Upon his retirement from Fairfax County in 2000, he became the Assistant Chief for the Loudoun County Department of Fire, Rescue and Emergency Management, where he led a team of firefighters to the Pentagon on 9/11 and assisted the Arlington County Fire Department as the initial Planning Section Chief for the incident. Jack served as Planning Section Chief on a Northern Virginia multi-jurisdictional emergency management task force that reestablished the New Orleans Emergency Operations Center just after Hurricane Katrina. He retired from Loudoun County in 2006 to pursue a career in emergency management.

Brown retired from the Coast Guard Reserve as a Chief Warrant Officer 4, specializing in port safety and security, with 33 years of combined Army and Coast Guard Reserve service. After 9/11, he served on active duty for 47 months, including 15 months in the Middle East. He received the Bronze Star Medal for actions in Baghdad, Iraq while supporting combat operations during Operation Iraqi Freedom.

Brown holds a bachelor's degree in Fire Science Administration from the University of Maryland and a master's degree in Quality Systems Management from the National Graduate School, Falmouth, Massachusetts. He is a 1997 graduate of the National Fire Academy's Executive Fire Officer Program at the National Emergency Training Center, Emmitsburg, Maryland. He has been an adjunct professor at the Northern Virginia Community College and the University of the District of Columbia in the Fire Science curriculums. He is a graduate of the Executive Leadership Program in the Center for Homeland Defense and Security at the Naval Postgraduate School, Monterey, California.

## **ASSOCIATE**

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### **CHIEF PETER J. FINLEY, JR. (RET.), BA, EFO**

Retired Chief of Department City of Vineland Fire Department and Winslow Township Fire Department. Past President NJ Career Fire Chiefs Association.

## BACKGROUND

Pete Finley's 36 year career in the fire and emergency services includes 28 in a career capacity with several different fire departments. He has served as Chief of Department for two New Jersey Fire Departments, most recently the Winslow Township Fire Department where, significant among other accomplishments, he was responsible for the planning, establishment and initial deployment of the career component of the department as it transitioned from fully volunteer to combination status. Prior to that he served for more than 20 years with the City of Vineland Fire Department holding every operational rank (Firefighter, Fire Prevention Specialist, Captain, Deputy Chief, Fire Chief) including 4 ½ years as Chief of Department. In this position he initiated significant changes within the department including implementing numerous improved operational and safety initiatives, updating and modernizing equipment, providing the department's first ever formal officer training and development program, and, significantly increasing the capabilities of the regional hazardous materials and special operations response team. During his tenure the department received more than one million dollars in various grants. He formerly commanded the Vineland Rescue Squad gaining significant EMS operations and command experience, and, completing a complete overhaul of that organization's operations.

Chief Finley currently serves as an Adjunct Professor in the Fire Science Program at Camden County College. In addition, since his retirement, he has been involved in conducting numerous fire department operational readiness and organizational evaluations including several under the auspices of the United State Coast Guard related to domestic port security assessments. He has also been involved in the development and administration of a number of fire service promotional examinations and assessment processes.

Chief Finley received his Associate in Applied Science degree from Atlantic Community College in New Jersey, and, earned his Bachelor of Science degree in Fire Science/ Administration from the University of Maryland. He is a 2003 graduate of the National Fire Academy's Executive Fire Officer Program earning an Outstanding Research Award for his 2002 paper titled, "Residential Fire Alarm Systems: The Verification and Response Dilemma". He has earned more than two dozen state and national fire service certifications, most of them the highest level attainable. Chief Finley has been a member of a number of fire service organizations and served on numerous committees throughout his career. In 2008 and 2009 he served as President of the New Jersey Career Fire Chiefs Association, a professional association that represents and advocates for the interests of the state's full time professional fire chiefs and the fire service in general. From 2003–2005 he was a member of the Training and Education Committee of the Governor's Fire Service and Safety Task Force.

## EMS TEAM

### EMS TEAM LEADER

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#### MATT ZAVADSKY, MS-HSA, NREMT

Chief Strategic Integration Officer, MedStar Mobile Health Care, Operations Manager Rural Metro Ambulance Service-Orlando Fla.

## BACKGROUND

Matt has 39 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 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 150,000 calls a year with a fleet of 60 ambulances.

Coming to 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 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.

# PROJECT SCHEDULE

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## **Milestone 1 – Full execution of the agreement**

Agreement will identify Project Launch date.

## **Milestone 2 – Project Launch**

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts and commencing information gathering.

## **Milestone 3a – Information Gathering and Data Extraction – 30 Days**

Immediately following project launch, the operations leads will deliver an information request to the departments. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

## **Milestone 3b – Data Extraction and Analysis – 14 Days**

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. 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 3c – Data Certification – 14 days**

## **Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days**

Within thirty days of data certification, the analysis will be completed and draft, unedited data reports will be delivered to the departments for review and comment. After the data draft reports are delivered, an on-site visit by the operations team will be scheduled.

## **Milestone 4b – Departmental Review of Draft Data Report – 14 days**

The departments will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft reports. The Department must specify all concerns with the draft reports at one time.

## **Milestone 4c – Final Data Report – 10 days**

After receipt of the department's comments, the data report will be finalized within 10 days.

## **Milestone 5 – Conduct On-Site Visit – 30 days**

Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

## **Milestone 6 – Draft Operations Report – 30 days**

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the departments' point of contact. Again, the departments will have 10 days to review and comment.

## **Milestone 7 – Final Report 15 days**

Once the departments' comments and concerns are received by CPSM the combined final reports will be delivered to the Town within 15 days.

**TOTAL ELAPSED TIME: 105 – 135 days**



# THE CPSM APPROACH – FIRE/EMS

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## Operations Review

The Town of Ulysses, located between Seneca Lake and Cayuga Lake in the "finger lakes" region of New York State, receives fire and EMS services from the Village of Trumansburg. Costs and funding, along with future staffing, are concerns that will need to be addressed.

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

The CPSM team will evaluate equipment, maintenance, records, policies, procedures, mapping, implemented technology and innovations, facilities, training, and staff to create recommendations for future service delivery.

The team may 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 key performance and analysis areas in the completion of the report and include:

- 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
- Organizational Behavior/Management/Processes
  - Time Allocation of Staff
  - Organizational Communication
  - Strategic Planning
  - Performance Measurement
- 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
- Management and deployment of volunteers and career employees
- Station location analysis

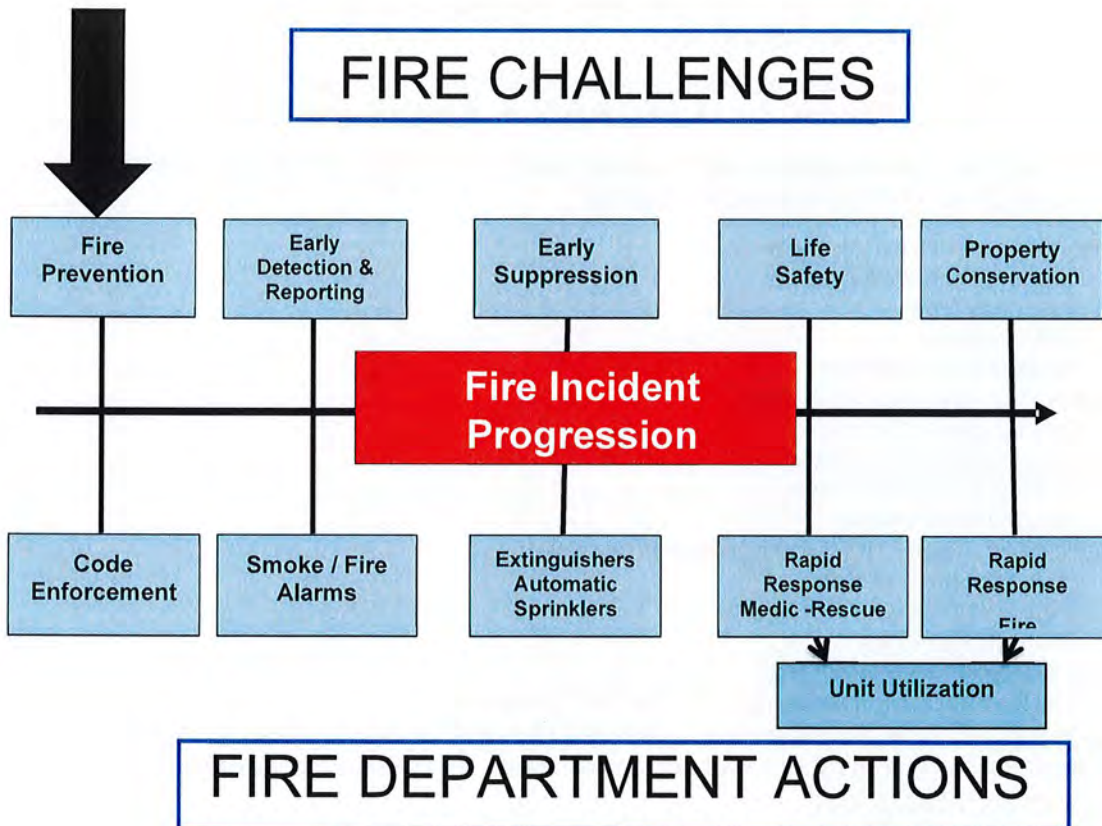
Using GIS technology, we will review the current locations of deployed equipment and stations with recommendations developed for the future. Key to making these determinations will be response time for dispatched units and call density.

The CPSM 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 CPSM to deliver the right resources at the right time.

## Fire Suppression Services

Fire departments staff their stations and train their personnel to respond to a wide array of fire and vehicular accident emergencies. In addition, many departments use the long intervals

between calls for service for a variety of fire prevention, training and station 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 effective code enforcement and fire prevention activities as well as strong public education programs promoting smoke detectors fire extinguisher use and placement in homes and businesses. The effort may also include early fire suppression using automatic sprinkler systems and other fire protection systems. These prevention and response challenges are illustrated below. CPSM will review operations, particularly prevention efforts which represent a paradigm shift for most departments.



The resulting data study CPSM completes will gather and analyze data on the efficiency and effectiveness of the current deployment on the fire runs. Resource utilization will be quantified for concentration, location, and unit utilization.

The study will also analyze fire call data to provide a comprehensive review of how fire services are delivered to the community 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 buildings. Some examples of questions to be answered as a part of the study include: What was the average response time of the first arriving fire suppression unit capable of deploying extinguishing agent? 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 non-emergency productive hours 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 community's borders compared to mutual aid calls.

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

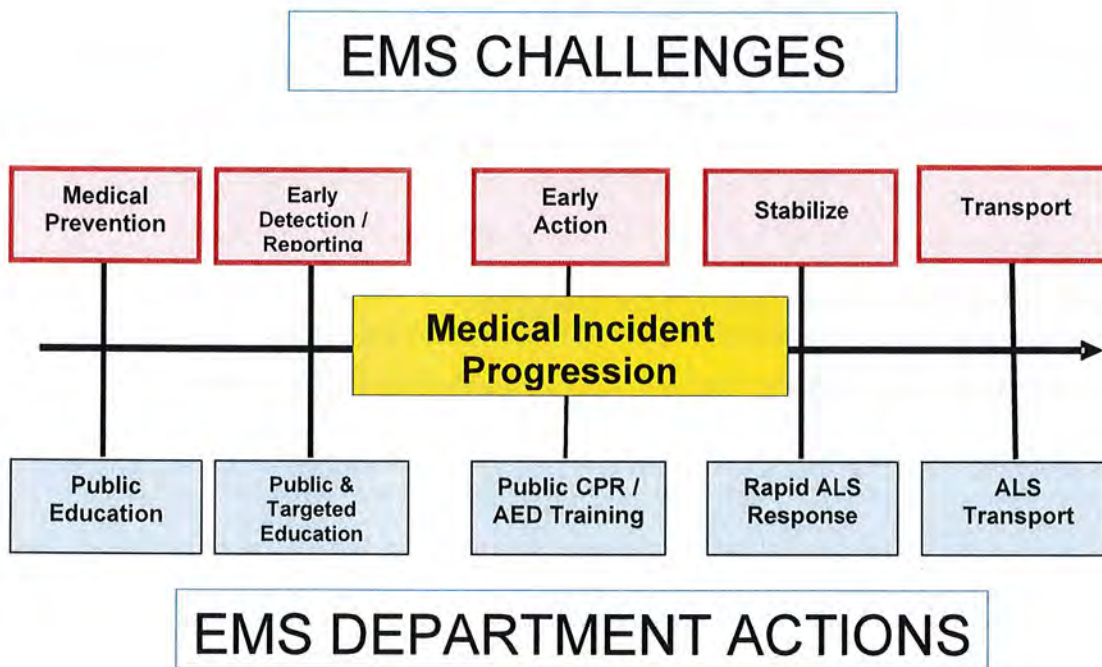
- Average response time of first arriving fire suppression unit capable of deploying extinguishing agent.
- Distribution of response times for different call categories
- Response time for the second arriving engine company, where possible

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

# EMS

## Emergency Medical Services

The role of EMS and its deployment methodology is changing – rapidly – in this COVID-19 pandemic. CPSM is engaged with the County of Steuben in New York state that is facing diminishing numbers of volunteers and increasing calls for service. With COVID, many volunteers are opting to no longer participate because of the fear of virus spread to families. CPSM is monitoring a number of departments across the country and they are reporting more "at home" deaths from strokes and heart attacks, possibly the result of delaying transport to hospitals for care in the early onset of events. Heart attacks and strokes are also up for transport to emergency rooms across the country as people avoid hospitals and emergency treatment. Departments are also challenged with operating in a continual "hazmat-like" situation with



emphasis on decontamination of equipment, facilities, and staff.

Fire Departments provide emergency medical services in addition to fire suppression duties. In this project, we will analyze EMS call data to provide a comprehensive review of emergency medical services including a detailed analysis of workloads and response times. The analysis of the workloads will begin with an in-depth study of the types of calls handled and their severity. The goal is to explicate the fundamental nature of the emergency medical challenge faced by the community's Fire Department. We will pay special attention to the most critical emergencies such as heart attack and serious vehicular accidents. We will also look at the level of EMS care being provided and evaluate the options and impacts of providing EMS care at the EMT, Intermediate or Paramedic levels.

For each call type, we will determine the time spent on-scene and the manpower personnel who worked the scene. These data will be aggregated to determine an overall average total

time spent on fire calls per 24-hour period for each ambulance company and the unit hour utilization (UHU). We will also determine how much EMS calls contribute to the workload of fire engine companies since they also respond to most calls. We will document any dramatic variations by time of day and day of week as well as seasonal variations.

Response time is an important statistic in emergency service systems. We will determine not only average response time but also the distribution of response times for different call categories. We will also identify and review calls that experienced unusually long response times.

# FIRE ANALYSIS OF THE BUSIEST HOURS OF THE YEAR

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Fire departments often speak of the "worst case scenario" or "resource exhaustion" when developing staffing and deployment plans. A comprehensive all-hazard Standard of Response Coverage plan requires resource exhaustion to be addressed. 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.

What is needed to make staffing and apparatus decisions 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 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 and the frequency of simultaneous or overlapping calls. 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 and this will vary depending upon whether EMS transport is provided.

## **Example of "Busiest Hour Analysis"**

What follows is an example of a CPSM study of a fire department with 17 units staffed all the time. For most 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. 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 (a "call" is an incident and a "run" is a unit response). 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 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 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**

| <b>Number of Calls in an Hour</b> | <b>Frequency</b> |
|-----------------------------------|------------------|
| 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**

| <b>HOURS</b>     | <b>Number of Calls</b> | <b>Number of Runs</b> | <b>Total Busy Minutes</b> |
|------------------|------------------------|-----------------------|---------------------------|
| 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 |    |
|---------|------|------|-----|------|------|------|------|-----|-----|------|------|------|-----|------|------|------|------|------|-----------------|----|
| Unit    | E1   | E2   | T2  | E3   | T3   | E4   | T4   | E5  | E6  | E7   | T7   | E9   | E10 | E11  | E12  | E13  | E14  | Busy | Free            |    |
| 0-5     |      |      |     |      |      |      |      |     |     |      |      |      |     |      |      |      |      | 3.3  | 1               | 16 |
| 5-10    |      | 1.9  |     | 0.7  |      |      |      |     |     |      |      |      |     |      |      |      |      | 5    | 3               | 14 |
| 10-15   | 3.1  | 5    |     | 5    |      |      |      |     |     |      |      | 3.7  |     | 0.6  | 4.8  |      |      | 5    | 7               | 10 |
| 15-20   | 5    | 4.3  |     | 5    | 0.5  |      |      |     |     |      |      | 5    |     | 5    | 4.4  |      |      | 4    | 8               | 9  |
| 20-25   | 4.4  | 1.1  |     | 4.4  | 5    |      |      |     |     |      |      | 3.8  |     | 5    | 5    |      |      |      | 7               | 10 |
| 25-30   |      |      |     | 5    | 5    |      |      |     |     |      |      | 5    |     | 5    | 5    |      |      | 5    | 5               | 12 |
| 30-35   |      |      |     | 4.6  | 5    |      |      |     |     |      |      | 5    |     | 5    | 2.7  |      |      | 5    | 5               | 12 |
| 35-40   |      |      |     | 5    | 5    | 3.1  |      |     |     |      |      | 5    |     | 5    | 1.3  |      |      | 6    | 11              |    |
| 40-45   |      |      |     | 5    | 5    | 5    |      |     |     | 1.2  |      | 0.7  | 0.7 | 4.9  | 5    | 1.6  |      | 9    | 8               |    |
| 45-50   |      |      |     | 5    | 5    | 5    | 1.8  |     |     | 5    | 1.8  |      | 1.9 | 1.6  | 5    | 4.9  | 1.7  | 11   | 6               |    |
| 50-55   |      |      |     | 0.9  | 5    | 5    | 4.5  |     | 3.3 | 5    | 5    | 2.5  | 0.8 | 2.5  | 5    | 5    |      | 12   | 5               |    |
| 55-60   |      |      |     |      | 5    | 5    | 5    |     | 0.8 | 3.1  | 5    | 4.1  | 5   | 5    | 5    | 5    |      | 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 |      |                 |    |

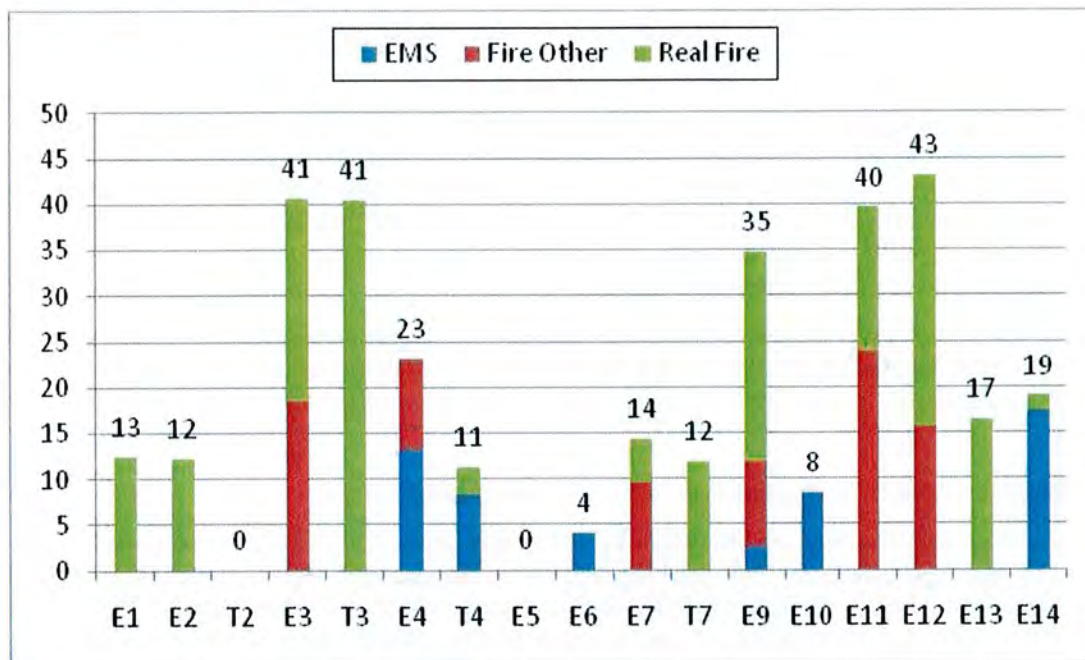
Note: The numbers in the cells are the busy minutes within the 5-minute block. The cell values greater than 2.5 are coded as red.

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 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.

**Table 4: Overlapped Call Analysis**

| Scenario                           | Frequency | Percent |
|------------------------------------|-----------|---------|
| No Overlapped Call                 | 1,536     | 48.5    |
| Overlapped with another call       | 1,113     | 35.2    |
| Overlapped with two calls          | 388       | 12.3    |
| Overlapped with three calls        | 102       | 3.2     |
| Overlapped with four or more calls | 26        | 0.8     |

Observations:

- 48.5 percent of emergency incidents had no overlapped call.
- 35.2 percent of emergency incidents overlapped with another call.
- 12.3 percent of emergency incidents overlapped with two calls.
- 4.0 percent of emergency incidents overlapped with three or more calls.

# PROPOSED FEES

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

CPSM will conduct the analysis of the fire and EMS department for \$43,835 exclusive of travel. This price reflects a 10% discount for being a member of ICMA. The project would be billed in three installments: 40% upon contract signing ; 40% with delivery of the draft fire data analysis; and the remaining 20% with delivery of the draft final report. Following delivery of the draft reports, the Town will have 30 days to provide comments as to accuracy, and a final report will be delivered within 30 days of the comment period.

Travel expenses will be billed as incurred at actual cost with no overhead or administrative fees applied. Because of potential for COVID outbreaks or high transmission rates, travel will be minimized to reduce the risk to the Town, Village, as well as CPSM subject matter experts.

## **Deliverables**

Draft reports will be provided for department review in electronic format.

In order to be ecologically friendly, CPSM will deliver the final reports in computer readable material either by email, CD or both. The final reports will incorporate the operational findings? as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person plus travel expenses.

# CONCLUSION

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Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM 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.

# PAST & CURRENT ENGAGEMENTS

| LOCALITY         | ST | PROJECT DESCRIPTION                            |
|------------------|----|--|
| Edmonton         | AB | Comprehensive Analysis of Fire Services.       |
| Leduc            | AB | Fire Consolidation Plan                        |
| Leduc            | AB | Comprehensive Analysis of Fire Services.       |
| Kenai            | AK | Comprehensive Analysis of Fire Services        |
| Anniston         | AL | Comprehensive Analysis of Police Services      |
| Auburn           | AL | Comprehensive Analysis of Fire Services        |
| Auburn           | AL | Comprehensive Analysis of Police Services      |
| Dothan           | AL | Comprehensive Analysis of Police Services      |
| Casa Grande      | AZ | Comprehensive Analysis of Police Services      |
| Florence         | AZ | Comprehensive Analysis of Police Services      |
| Lake Havasu City | AZ | Comprehensive Analysis of Police Services      |
| Lake Havasu City | AZ | Comprehensive Analysis of Fire Services        |
| Florence         | AZ | Comprehensive Analysis of Police Services      |
| Pinal County     | AZ | Comprehensive Analysis of Sheriff's Office     |
| Prescott         | AZ | Comprehensive Analysis of Fire Services        |
| Prescott         | AZ | Comprehensive Analysis of Police Services      |
| Queen Creek      | AZ | Police Strategic Plan                          |
| Queen Creek      | AZ | Comprehensive Analysis of Fire services        |
| Scottsdale       | AZ | Comprehensive Analysis of Police Services      |
| Tucson           | AZ | Comprehensive Analysis of Police Services      |
| Youngtown        | AZ | Comprehensive Analysis of Police Services      |
| Alameda          | CA | Comprehensive Analysis of Fire Services        |
| Alameda          | CA | Comprehensive Analysis of Police Services      |
| Burbank          | CA | Analysis of Investigations Workload / Staffing |
| Carlsbad         | CA | Comprehensive Analysis of Police Services      |
| El Centro        | CA | Comprehensive Analysis of Police Services      |
| Fairfield        | CA | Comprehensive Analysis of Police Services      |
| Greenfield       | CA | Comprehensive Analysis of Police Services      |
| Hermosa Beach    | CA | Comprehensive Analysis of Fire services        |
| Hermosa Beach    | CA | Comprehensive Analysis of Police Services      |
| Laguna Woods     | CA | Review of Sheriff's Office Service             |
| Milpitas         | CA | Comprehensive Analysis of Police Services      |
| Morgan Hill      | CA | Comprehensive Analysis of Police Services      |
| Morgan Hill      | CA | Comprehensive Analysis of Fire Services        |
| Palm Desert      | CA | Comprehensive Analysis of Fire Services        |
| Palo Alto        | CA | Comprehensive Analysis of Fire Services        |

|                     |    |   |
|---------------------|----|---|
| Placentia           | CA | Comprehensive Analysis of Police Services   |
| Rohnert Park        | CA | Comprehensive Analysis of Police Services   |
| San Diego County    | CA | EMS Study                                   |
| San Jose            | CA | Fire Study Review                           |
| San Jose            | CA | Police Study Review                         |
| San Mateo           | CA | Dispatch Operations Review                  |
| Santa Ana           | CA | Comprehensive Analysis of Police Services   |
| Santa Clara         | CA | Comprehensive Analysis of Police Services   |
| Santa Cruz          | CA | Comprehensive Analysis of Police Services   |
| Santa Monica        | CA | Police Chief Selection                      |
| Santa Rosa          | CA | Performance Measurement Analysis            |
| Stockton            | CA | Comprehensive Analysis of Police Services   |
| Stockton            | CA | Comprehensive Analysis of Fire Services     |
| Union City          | CA | Comprehensive Analysis of Fire Services     |
| Whittier            | CA | Comprehensive Analysis of Police Services   |
| Woodlands           | CA | Police Chief Selection                      |
| Yuba City           | CA | Comprehensive Analysis of Fire Services     |
| Yuba City           | CA | Comprehensive Analysis of Police Services   |
| Federal Heights     | CO | Comprehensive analysis of Police Services   |
| Federal Heights     | CO | Comprehensive analysis of Fire Services     |
| Littleton           | CO | Comprehensive Analysis of Fire Services     |
| Steamboat Springs   | CO | Comprehensive Analysis of Fire Services     |
| Cheshire            | CT | Police Management Review                    |
| Southington         | CT | Comprehensive Analysis of Fire Services     |
| Dover               | DE | Comprehensive Analysis of Police Department |
| Dover               | DE | Comprehensive Analysis of Fire Services     |
| Alachua             | FL | Expert Witness Law Enforcement Issues       |
| Tamarac             | FL | Analysis of Sheriff's Contract Services     |
| Inverness           | FL | Comprehensive Analysis of Fire Services     |
| Delray Beach        | FL | Comprehensive Analysis of Police Services   |
| Delray Beach        | FL | Comprehensive Analysis of Fire Services     |
| Dunedin             | FL | Police Consolidation Review                 |
| Hollywood           | FL | Police Internal Affairs Review              |
| Indian River Shores | FL | Public Safety Staffing Analysis             |
| Indian River Shores | FL | Public Safety Study                         |
| Jacksonville Bch    | FL | Police Chief Selection                      |
| Jupiter             | FL | Police and Fire                             |
| Hobe Sound          | FL | Public Safety Consolidation                 |
| Kenneth City        | FL | Comprehensive Analysis of Police Services   |
| Miami Beach         | FL | Comprehensive analysis of Fire Services     |
| Naples              | FL | Presentation                                |
| North Port          | FL | Comprehensive Analysis of Police Services   |

|                 |    |  |
|-----------------|----|--|
| Orlando         | FL | Expert Witness Law Enforcement Issues            |
| Land O' Lakes   | FL | Comprehensive analysis of Fire Services          |
| New Port Richey | FL | Sheriff Budget Analysis                          |
| Pompano Beach   | FL | Comprehensive Analysis of Police Services        |
| Venice          | FL | Comprehensive Analysis of Fire Services          |
| Kingsland       | GA | Comprehensive Analysis of Fire Services          |
| Kingsland       | GA | Fire Consolidation St Marys                      |
| Woodbine        | GA | Police Consolidation Study                       |
| Garden City     | GA | Preliminary Analysis Public Safety Merger        |
| Johns Creek     | GA | Analysis of Fire Services                        |
| Kingsland       | GA | Fire Consolidation Study                         |
| Sandy Springs   | GA | Comprehensive Analysis of Police Department      |
| St. Marys       | GA | Fire Consolidation Study                         |
| Boone           | IA | Public Safety Consolidation                      |
| Boone           | IA | Performance Measurement of Municipal             |
| Hayden          | ID | Comprehensive Analysis of Police Services        |
| Jerome          | ID | Analysis of Police Services                      |
| Algonquin       | IL | Performance Measurement Analysis                 |
| Glenview        | IL | Comprehensive Analysis of Police & Fire Services |
| Glenview        | IL | Comprehensive Analysis of Police Services        |
| Glenview        | IL | Dispatch Operations Review                       |
| Highland        | IL | Comprehensive Analysis of Fire Services          |
| Highland Park   | IL | Comprehensive Analysis of Fire Consolidation     |
| Highwood        | IL | Comprehensive Analysis of Fire Consolidation     |
| Lake Bluff      | IL | Analysis of Fire Consolidation                   |
| Lake Bluff      | IL | Fire Data Review                                 |
| Lake Forest     | IL | Analysis of Fire Consolidation                   |
| Lake Zurich     | IL | Comprehensive Analysis of fire services          |
| Naperville      | IL | Workload, Staffing & Schedule Design             |
| Roseville       | IL | Comprehensive Analysis of Police Services        |
| Skokie          | IL | Police Study                                     |
| Western Springs | IL | Comprehensive Analysis of Police Services        |
| Indianapolis    | IN | Police Workload & Deployment Services            |
| Plainfield      | IN | Comprehensive Analysis of Police Services        |
| Topeka          | KS | Preliminary review of Fire Department            |
| Northborough    | MA | Comprehensive Analysis of Police Services        |
| Northborough    | MA | Comprehensive Analysis of Fire Services          |
| Cambridge       | MD | Performance Measurement Study                    |
| Annapolis       | MD | Comprehensive Analysis of Police Services        |
| Ocean City      | MD | Dispatch Operations Review                       |
| Ann Arbor       | MI | Comprehensive Analysis of Fire Services          |
| Auburn Hills    | MI | Comprehensive Analysis of Fire Services          |

|               |    |  |
|---------------|----|--|
| Auburn Hills  | MI | Comprehensive Analysis of Police Services        |
| Benton Harbor | MI | Public Safety Consolidation                      |
| Chesterfield  | MI | Comprehensive Analysis of Police Services        |
| Lansing       | MI | Comprehensive Analysis of Police Services        |
| Lansing       | MI | Comprehensive Analysis of Fire Services          |
| Detroit       | MI | Police Department Review                         |
| Douglas       | MI | Comprehensive Analysis of Police Services        |
| Flint         | MI | Comprehensive Analysis of Fire Services          |
| Flint         | MI | Comprehensive Analysis of Police Services        |
| Grand Rapids  | MI | Comprehensive Analysis of Police Services        |
| Grand Rapids  | MI | Comprehensive Analysis of Fire Services          |
| Kingsley      | MI | Comprehensive Analysis of Fire Services          |
| Interlochen   | MI | Comprehensive Analysis of Fire Services          |
| Grosse Pointe | MI | Public Safety Consolidation                      |
| Grosse Pointe | MI | Public Safety Consolidation                      |
| Hamtramck     | MI | Police Study                                     |
| Grand Rapids  | MI | Comprehensive Analysis of Police & Fire Services |
| Grand Rapids  | MI | Analysis of Police Services Consolidation        |
| Kentwood      | MI | Analysis of Fire Services Consolidation          |
| Flint         | MI | Comprehensive Analysis of Police Services        |
| Flint         | MI | Comprehensive analysis of Fire Services          |
| Novi          | MI | Comprehensive Analysis of Police Services        |
| Novi          | MI | Comprehensive analysis of Fire Services          |
| Kalamazoo     | MI | Police Workload / Contract for Services Analysis |
| Petoskey      | MI | Public Safety Consolidation                      |
| Plymouth      | MI | Fire Services Consolidation                      |
| Plymouth      | MI | Fire Service Analysis                            |
| Royal Oak     | MI | Comprehensive Analysis of Police Services        |
| Royal Oak     | MI | Comprehensive Analysis of Fire Services          |
| Saginaw       | MI | Comprehensive Analysis of Police Services        |
| Saginaw       | MI | Comprehensive Analysis of Fire Services          |
| Vicksburg     | MI | Financial Analysis of Fire Authority             |
| Saint Joseph  | MI | Public Safety Consolidation                      |
| Sturgis       | MI | Public Safety Analysis                           |
| Troy          | MI | Comprehensive Analysis of Police Services        |
| Troy          | MI | Review of Fire Administration and Inspections    |
| Wyoming       | MI | Comprehensive Analysis of Police Services 2012   |
| Wyoming       | MI | Comprehensive Analysis of Fire Services 2012     |
| Wyoming       | MI | Comprehensive Analysis of Police Services 2009   |
| Wyoming       | MI | Comprehensive Analysis of Fire Services 2009     |
| Mankato       | MN | Public Safety Study                              |
| Moorhead      | MN | Comprehensive Analysis of Fire Services          |

|                  |    |   |
|------------------|----|---|
| Saint Cloud      | MN | Police Strategic Planning Review                |
| Saint Cloud      | MN | Comprehensive Analysis of Police Services       |
| Brentwood        | MO | Comprehensive Analysis of Police Services       |
| Saint Louis      | MO | Comprehensive Analysis of Fire Services         |
| Saint Louis      | MO | Comprehensive Analysis of Police Services       |
| Saint Louis      | MO | Standard of Response / risk assessment          |
| Bozeman          | MT | Fire Protection Master Plan                     |
| Bald Head Island | NC | Public Safety Staffing Review                   |
| Bald Head Island | NC | Public Safety Consolidation                     |
| Chapel Hill      | NC | Comprehensive Analysis of police services       |
| Cornelius        | NC | Fire Consolidation Study                        |
| Davidson         | NC | Fire Consolidation Study                        |
| Greenville       | NC | Comprehensive Analysis of Fire Services         |
| Oxford           | NC | Comprehensive Analysis of Fire Services         |
| Oxford           | NC | Comprehensive Analysis of Police Services       |
| Rocky Mount      | NC | AED Grant assistance                            |
| Rocky Mount      | NC | Comprehensive Analysis of Police Services       |
| Grand Island     | NE | Comprehensive Analysis of Police Services       |
| Grand Island     | NE | Comprehensive Analysis of Fire Services         |
| South Sioux City | NE | Fire Services Strategic Plan                    |
| East Brunswick   | NJ | EMS Study                                       |
| Oradell          | NJ | Comprehensive Analysis of Police Services       |
| Paterson         | NJ | Comprehensive Analysis of Police Services       |
| South Orange     | NJ | Comprehensive Analysis of Police Services       |
| Westwood         | NJ | Comprehensive Analysis of Police Services       |
| Bernalillo       | NM | Comprehensive Analysis of Fire Services         |
| Las Cruces       | NM | Comprehensive Analysis of Fire Services         |
| Las Cruces       | NM | Comprehensive Analysis of Police Services       |
| Ruidoso          | NM | Comprehensive Analysis of Police Services       |
| Boulder City     | NV | Police Organizational Study                     |
| Henderson        | NV | Comprehensive Analysis of Police Services       |
| Las Vegas        | NV | Comprehensive Analysis of Fire Services         |
| North Las Vegas  | NV | Fire Workload Analysis                          |
| Bria Cliff Manor | NY | Analysis of police consolidation                |
| Garden City      | NY | Comprehensive Analysis of Fire Services         |
| Long Beach       | NY | Comprehensive Analysis of Fire and EMS services |
| Armonk           | NY | Comprehensive Analysis of Police Services       |
| Oneonta          | NY | Comprehensive Analysis of Fire and EMS services |
| Oneonta          | NY | Fire Apparatus Review                           |
| Orchard Park     | NY | Comprehensive Analysis of Police Services       |
| Ossining         | NY | Analysis of police consolidation                |
| Ossining         | NY | Analysis of police consolidation                |

|                 |    |   |
|-----------------|----|---|
| Rye             | NY | Police Chief Selection                        |
| Watertown       | NY | Comprehensive Analysis of Fire Services       |
| Cincinnati      | OH | Police Dispatch Review                        |
| Dayton          | OH | Police Internal Affairs Review                |
| Huron           | OH | Comprehensive Analysis of Police Services     |
| Huron           | OH | Comprehensive Analysis of Fire Services       |
| Independence    | OH | Comprehensive Analysis of Police Services     |
| Independence    | OH | Comprehensive Analysis of Fire Services       |
| Sandusky        | OH | Fire Study                                    |
| Sandusky        | OH | Police Study                                  |
| Broken Arrow    | OK | Comprehensive Analysis of Police Services     |
| Broken Arrow    | OK | Comprehensive Analysis of Fire Services       |
| Edmond          | OK | Comprehensive Analysis of Police Services     |
| Jenks           | OK | Comprehensive Analysis of Police Services     |
| Jenks           | OK | Comprehensive Analysis of Fire Services       |
| Muskogee        | OK | Comprehensive Analysis of Police Services     |
| Tulsa           | OK | Comprehensive Analysis of Fire Services       |
| Bend            | OR | Comprehensive Analysis of Police Services     |
| Grants Pass     | OR | Comprehensive Analysis of Fire Services       |
| Grants Pass     | OR | Comprehensive Analysis of Police Services     |
| Grants Pass     | OR | Public Safety Strategic Plan Development      |
| Ontario         | OR | Comprehensive Analysis of Police Services     |
| Ontario         | OR | Comprehensive Analysis of Fire Services       |
| Mohnton         | PA | Comprehensive Analysis of Police Services     |
| Mohnton         | PA | Police Chief Selection                        |
| Ephrata         | PA | Comprehensive Analysis of Police Services     |
| Farrell         | PA | Comprehensive Analysis of Police Services     |
| Jamestown       | PA | Comprehensive Analysis of Police Services     |
| Wrightsville    | PA | Comprehensive Analysis of Police Services     |
| Lancaster       | PA | Police Study                                  |
| Berwyn          | PA | Comprehensive Analysis of Police Services     |
| East Providence | RI | Comprehensive Analysis of Fire Services       |
| East Providence | RI | Expert Witness Fire Issues                    |
| Beaufort        | SC | Review of Fire Service Contract               |
| Beaufort        | SC | Comprehensive Analysis of Police Services     |
| Beaufort        | SC | Comprehensive Analysis of Fire Services       |
| Walterboro      | SC | Comprehensive Analysis of Public Safety Dept. |
| Rapid City      | SD | Comprehensive Analysis of Fire Services       |
| Germantown      | TN | Comprehensive Analysis of Fire Services       |
| Johnson City    | TN | Comprehensive Analysis of Fire Services       |
| Johnson City    | TN | Comprehensive Analysis of Police Services     |
| Smyrna          | TN | Comprehensive Analysis of Police Services     |



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| Smyrna           | TN | Comprehensive Analysis of Fire Services         |
| Addison          | TX | Comprehensive Analysis of Fire Services         |
| Addison          | TX | Comprehensive Analysis of Police Services       |
| Baytown          | TX | EMS Study                                       |
| Belton           | TX | Comprehensive Analysis of Police Services       |
| Belton           | TX | Comprehensive Analysis of Fire Services         |
| Belton           | TX | Police Chief Selection                          |
| Belton           | TX | Fire Chief Selection                            |
| Buda             | TX | Comprehensive Analysis of Police Services       |
| Cedar Park       | TX | Comprehensive Analysis of Police Services       |
| Conroe           | TX | Fire Services Analysis and Standard of Response |
| Frisco           | TX | Comprehensive Analysis of Fire Services         |
| Highland Village | TX | Fire Review                                     |
| Hutto            | TX | Comprehensive Analysis of Fire Services         |
| Lucas            | TX | Fire and EMS Analysis                           |
| New Braunfels    | TX | Fire Study                                      |
| New Braunfels    | TX | Police Study                                    |
| Prosper          | TX | Comprehensive Analysis of Police Services       |
| Round Rock       | TX | Comprehensive Analysis of Fire Services         |
| Sugarland        | TX | Fire Department Overtime Analysis               |
| Sugarland        | TX | Comprehensive Analysis of Fire Services         |
| Victoria         | TX | Comprehensive Analysis of Police Services       |
| Washington City  | UT | Comprehensive Public Safety Analysis            |
| Hampton          | VA | Police Chief Selection                          |
| Leesburg         | VA | Comprehensive Analysis of Sheriff Services      |
| Leesburg         | VA | Comprehensive Analysis of Fire Services         |
| Bonney Lake      | WA | Comprehensive Analysis of Police Services       |
| Lacey            | WA | Comprehensive Analysis of Fire Services         |
| Snoqualmie       | WA | Police Workload & Deployment Analysis           |
| Spokane Valley   | WA | Comprehensive Analysis of Police Services       |
| Vancouver        | WA | Comprehensive Analysis of Police Services       |
| Vancouver        | WA | Police Chief Selection                          |
| Menomonie        | WI | Sheriff Office Study                            |
| Wauwatosa        | WI | Comprehensive Analysis of Fire Services         |
| Wauwatosa        | WI | Comprehensive Analysis of Police Services       |
| Jackson          | WY | Police Consolidation Review                     |
| Laramie          | WY | Comprehensive Analysis of Police Services       |
| Jackson          | WY | Police Consolidation Review                     |

