

Center for

# Public Safety Management



## Community-Driven Strategic Plan City of Stockton, California Fire Department

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**City of Stockton, California Community-Driven Strategic Planning Proposal - RFP**

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### INTRODUCTION

The Center for Public Safety Management (CPSM), exclusive provider of public safety programs for the International City-County Management Association (ICMA) proposes to facilitate a community driven strategic planning process for the City of Stockton, California's Fire Department and to develop short-term and mid-to-long term strategic planning documents.

The Center for Public Safety Management will utilize knowledge gained during past work with the City on a comprehensive operations analysis of the fire department to broaden the information base that will create the City's strategic plan. Every member of the CPSM team is a highly qualified public safety expert with an established record of conducting similar assessments. As detailed in the "PERSONNEL" section below, individuals who have direct experience with public safety departments through assessments, service optimization efforts, and strategic planning will lead the CPSM City of Stockton Community Driven Strategic Planning Team. This field leadership experience will position the team to work effectively with the City of Stockton Fire Department's staff and stakeholders to develop a set of recommendations, goals, and objectives tailored to achieve broad buy-in and, therefore, prove implementable and effective over time.

The "SCOPE OF WORK" section below outlines CPSM's proposal for applying its proven, data-driven assessment protocol to the City of Stockton Fire Department's particular strengths, challenges, and priorities. This approach has been used in 188 successful studies of public safety departments in 31 states and 106 jurisdictions in the U.S. and Canada. As a result, the CPSM team is exceptionally qualified to meet City of Stockton leaders' goals for assessing the public safety department as it operates today, individually and in comparison to other local and national benchmark jurisdictions, and defining an optimized vision to chart the department's course for future excellence.

### SCOPE OF WORK

The CPSM Stockton Strategic Planning Team will review and build upon a comprehensive assessment of the City of Stockton Fire Department done by CPSM using objective performance and operational data. The earlier study was performed by team members' and reflected deep, practical knowledge of national best practices in fire/EMS departments, emerging models for the effective management of fire departments, expertise in the analysis of workload and deployment data, and capacity to track the impact of national trends on department-level operations.

The CPSM Stockton Strategic Planning Team recommends the following workflow for the completion of this detailed and comprehensive planning process:

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1. Review the Comprehensive Operational and Data Analyses of the Fire Department with Stockton Fire Department command to determine changes that have taken place
2. Guided by the Operational and Data reports, work with the City Council and City Staff to design a citizen survey, employee survey, and framework for a Town Hall Meeting. CPSM will offer, as an option, a comprehensive community survey that would be conducted by the National Citizen Survey through the National Research Council.
3. Guided by all previous steps, the CPSM Strategic Planning Team will facilitate/conduct an in-depth multi-day strategic planning process with the key stakeholders identified by the City.
4. CPSM will produce Draft and Final planning documents that assimilates all feedback throughout the process and the final goals, objectives, and measures developed.

A detailed scope of work will be provided in the six objectives outlined in the RFP.

## CORE STRATEGIC PLAN SCOPE AREAS

### REVIEW OF ORGANIZATIONAL STRUCTURE

CPSM has considerable experience in both independent police and fire departments. The local conditions, service demands, fiscal constraints, and community expectations for service will be utilized to make recommendations regarding the organizational structure of the Stockton Fire Department as it reorganizes and recovers from severe cuts that came about as the City worked through bankruptcy proceedings. The results of the past quantitative data-analysis will provide detailed information regarding the effectiveness of current programs as well as identify gaps in performance that may be attributed to the current deployment strategy. In addition, an evaluation of the appropriateness of the existing cross training and coordination will be completed that will ultimately result in a cost/benefit analysis of continuing with the current organizational structure versus structural and/or organizational changes.

### SURVEY

The CPSM Stockton Strategic Planning Team recommends a systematic and progressive process to build the requisite frameworks that will ultimately build the goals, objectives, and performance measures contained in the strategic planning documents. As such, a review of what has occurred since the earlier comprehensive operational and data analysis will be conducted. The second stage, would utilize the substantive indicators of quality performance, and any potential gaps in performance, produced by the quantitative analyses to begin discussions with the City Council and City Staff to design a Citizen/Stakeholder survey that targets community input on specific issues,

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gaps, areas of improvement, and areas of spending with little return on investment. This process will enhance the effectiveness and align community input with the targeted areas of most concern to the City. Once this is complete, a link to an electronic survey can be advertised on the City's website for an agreed upon time. Results will be aggregated into a usable format to guide decision-making. Similarly, the results of the survey building process will guide the discussions for the Town Hall Meeting.

As an alternative, CPSM has a strategic working relationship with the National Research Council (NRC) which conducts the National Citizen Survey (NCS). A community survey option is included with this proposal that would utilize the NCS instrument and be focused on the fire department.

### **PERFORMANCE MEASURES**

The Center for Public Safety Management is dedicated to partnering with Cities and Counties to continuously improve the performance and efficiencies of the emergency services. CPSM utilizes ICMA research and data for an unparalleled quantitative data analysis process to identify areas where improved efficiencies and effectiveness are available. The unbiased and objective data based process of identifying core areas for improvement distinguishes CPSM from any other firm. While the flexibility always remains to bring in other areas of concern identified by the elected body, city staff, or citizens, this objective process is superior as a foundation for the strategic planning process so that the goals and objectives are statistically supported reducing/eliminating hesitancy for change. In addition, to the strategic planning document, the CPSM Stockton Strategic Planning Team will provide recommended systems to successfully manage the plan into the future.

### **CPSE/CFAI**

The CPSM Stockton Strategic Planning Team has considerable experience with both the police and fire accreditation models. Our subject matter experts and consultants have experience both evaluating agencies against the accreditation criteria for the Center for Public Safety Excellence's (CPSE) Commission on Fire Accreditation International (CFAI) but also as department leaders that either earned or maintained accredited status. The CPSM Study Team will assimilate the information assembled from the data and operational assessments and the feedback provided by the elected officials and citizen groups in an effort to make recommendations concerning the efficacy of continuing or seeking further division accreditations.

### **STOCKTON FLEET**

A detailed evaluation of the Stockton Fire Department fleet will be conducted to ensure that the City of Stockton has the appropriate vehicles for the service demands, geographic demands, and

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deployment strategies. Specific recommendations will be made concerning the utilization of specialty vehicles that includes elements of risk such as the probability of risk and the severity of risk. In addition, the condition of the capital assets, maintenance records, and the replacement schedule will be evaluated producing a recommended best practice for the type of vehicles utilized, replacement schedules, and quantity of vehicles deployed.

### FACILITIES

An evaluation will be completed of the adequacy of the City of Stockton Fire Department facilities. The CPSM Study Team will provide on-site inspection of facilities and compare and contrast with national best practice and appropriate standards. In addition, recommendations will be made as to the appropriateness of their locations based on the quantitative data analyses and GIS mapping of the demands for service. Finally, recommendations for a capital management process will be offered where appropriate.

### TRAINING PROGRAMS

A comprehensive assessment of the training programs, instructor capabilities/qualifications, frequency of delivery, adherence to local, state, and national standards, and the degree to which the training is competency-based will be conducted. The CPSM Stockton Strategic Planning Team has well over 100 years of combined experience in each of the distinctive disciplines leading high performance agencies. Recommendations regarding the efficacy of the training and the most effective and efficient structure will be provided.

### FIRE RESCUE DIVISION SCOPE AREAS

#### BENCHMARKING, STAFFING, AND OVERALL OPERATIONS

The CPSM Study Team will evaluate station locations, equipment, maintenance, records, policies, procedures, GIS ESRI mapping, implemented technology and innovations, facilities, training, deployment, and staff and rank structure to create recommendations related to the services provided by the City of Stockton Fire Department's Fire Rescue Division. These recommendations, grounded in national best practice, will serve as the foundation for a strategic planning process that will ultimately produce a Strategic Planning Document to guide the City for at least the next five years.

Using the information analyzed by the earlier CPSM data team, the CPSM fire/EMS Study Team's technical experts will review the earlier operational assessment with command to determine changes that have occurred and to assist with the development of recommendations around these

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key performance and analysis areas:

The CPSM team will use GIS technology to review the current locations of deployed equipment and stations and to develop recommendations for future operations, including the adoption of best practices that may increase the department's efficiency, cost-effectiveness, and service delivery. Response time for dispatched units and call density will be key factors in making these determinations.

#### ENGINE COMPANIES AND DEPLOYMENT

Analyses will be conducted to review the current fire station locations as well as future needs. GIS mapping of the current demand for services will be provided and a detailed analysis of response time performance differentiated by service type. GIS mapping will also be provided for the travel time on existing roadways for four, six, and eight minute response times. Consistent with the demand based staffing previously discussed, recommendations will be made as to the current ability, and future demands, to respond in a timely manner that meets community expectations with the appropriate personnel, apparatus, and supervisors.

Information will be gathered regarding land use plans, population projections, contracted service areas, and annexations to project future demand for services and the associated deployment strategies. Current facilities will be evaluated regarding existing capabilities and the sustainability of meeting future demands commensurate with the recommended deployment strategy. All existing and future fire stations recommendations will be accompanied by recommendations for the number of personnel, types of apparatus, and the associated rank structure.

A review of all existing fire apparatus, maintenance records, mileage, and the appropriateness of the apparatus type for the mission will be conducted and recommendations will be provided. Specifically, an evaluation will be provided with relation to the modern capabilities and alternatives available in apparatus. Opportunities to improve service capability, increase efficiency and effectiveness, and contain costs will be recommended in concert with an optimum replacement schedule fiscal management plan.

#### FIRE PREVENTION/CODE ENFORCEMENT STAFFING

No fire department operational study or planning effort would be complete without first evaluating the existing fire prevention efforts. These efforts, including public education, code enforcement, plans review, and arson investigation, is the most effective means to reduce the community's risk regarding the incidences of fire and provide the most fiscally responsible and sustainable strategy for the future.

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This study will include a review of all existing demands for fire prevention services aforementioned and will specifically align recommendations with the most recent rating schedule released by the Insurance Services Organization (ISO). Finally, recommendations will be provided regarding the appropriate staffing levels, certifications, and capabilities of fire prevention personnel to accomplish mission objectives.

### MEDICAL CALLS AND LEVELS OF SERVICE

Nationally, medical calls account for over 70% of the requests for service for fire departments that respond to medical related incidents. Therefore, the deployment strategy for the medical mission requires significant consideration. A comprehensive quantitative data analysis will be completed by call type and severity. In addition, the calls for service and response time capabilities will be mapped to illustrate particular community characteristics that drive service demand and/or gaps in service capability.

The CPSM Study Team will document the pros and cons of maintaining its current responses to medical calls and the estimated cost to maintain existing service levels. Benchmarking will be provided based on the existing literature and recent research as well as with comparisons to other similar sized Cities. Ultimately, recommendations for future planning will incorporate the individual characteristics that exist in the City of Stockton, as both the data analysis and community input will guide the CPSM Study Team. Where appropriate, alternative service delivery models will be offered for consideration.

### TIMELINES AND MILESTONES

The CPSM City of Stockton Community Driven Strategic Planning Team proposes a seven-phased project approach lasting between 135 and 180 days, depending on the length of time required for the department to provide data and review draft reports:

#### **Milestone 1 – Full Execution of the Agreement**

#### **Milestone 2 – Project Launch**

CPSM will conduct an interactive web conference with City of Stockton government contacts, while the CPSM Study Team leads launch the project by clarifying and confirming expectations, detailing study parameters, and commencing information gathering. During the web conference the final work plan will be developed with identification of specific objectives. The external and internal stakeholders will be identified and the survey development will begin. (20 days from execution of agreement)

#### **Milestone 3 – Information Gathering (30 Days)**



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Immediately following project launch, the CPSM fire team lead will deliver an information request to the department. This is an extensive request that will provide CPSM with a detailed understanding of the City of Stockton's Fire Department operations. It typically takes an agency several weeks to accumulate and digitize this information. If necessary, the CPSM team lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to any site visit.

#### **Milestone 7a – Facilitated Strategic/Master Planning Process (30 Days)**

Within 30 days, the CPSM Stockton Strategic Planning Team will facilitate an on-site strategic planning process. This process is anticipated to have duration of 2 – 3 days.

#### **Milestone 7b – Final Strategic Planning Documents (60 Days)**

Within 60 days of completing the strategic planning process, ICMA will deliver the final reports.

#### **TOTAL ELAPSED TIME: 60-90 Days**

It is CPSM's standard protocol to provide draft reports in electronic format and to transmit the final report in a computer readable format: email, CD, or both.

### RELEVANT COMPANY EXPERIENCE

#### RELEVANT PROJECT EXPERIENCE

The requirements identified in the City of Stockton's solicitation are directly aligned with ICPSM's mission to foster excellence in local governance. The members of the CPSM City of Stockton Community Driven Strategic Planning Team are seasoned practitioners and researchers. As such, they are equipped to adjust their approach to suit the requirements – and rhythm – of the City of Stockton Fire Department throughout the assessment period while still following a standardized analysis process that will allow for benchmarking, comparisons, and long-range planning. Team members will draw on their experiences as chief officers in fire departments, researchers, and industry leaders while building on a portfolio of more than 188 studies of public safety departments in the U.S. and Canada.

As a century-old association founded for the express purpose of supporting excellence in local governance, ICMA has developed a number of proprietary resources, all of which are available to support the work of CPSM: the largest comparative database available, housed by the Center for

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Performance Measurement; state and local perspectives compiled by the Center for State and Local Government Excellence; and the Center for Management Strategies' collection of emerging management perspectives.

The demand for these resources is growing proportionately with citizens' expectations that public agencies administer transparent strategic planning efforts and base their decisions on publicly available data rather than inclination. CPSM efforts to help standardize departmental assessments while educating jurisdictions about national best practices anticipated this trend and continue to arm citizens and practitioners with critical public safety information.

CPSM consultants are all subject matter experts with extensive public safety leadership records built through direct department management and related research and scholarship. Working directly with public safety agencies, CPSM experts use operations research techniques to perform workload and deployment analysis, assess workload and staffing needs, and facilitate the implementation of best practices. In addition to its industry-leading, standardized assessment approach, CPSM's experts and strategic partners also enable the center to perform further departmental reviews on request.

Over the course of nearly a century, ICMA has set exceptionally high standards for effective local governance and for the use of data- and research-based assessment protocols. The result is a diverse project and research portfolio leading to marked improvements in public safety departments' efficiency, cost-effectiveness, and service delivery.

Within this framework, CPSM is prepared to bring all available resources to bear on the City of Stockton's efforts to undertake Fire Department services assessment, strategic planning, and long-term improvements. CPSM also represents local governments at the federal level, ensuring that local improvement efforts are building on the latest information on national regulations and trends.

In addition to their assessment and consultation qualifications, the members of the CPSM Stockton Strategic Planning Team have themselves managed fire departments of varying sizes and seen them through periods of significant challenge and change. This has resulted in uncommon sensitivity to the issues faced by city and town leaders. CPSM experts have also developed a practical understanding of strategies for managing external assessment processes transparently, acknowledging the interests and perceptions of the affected stakeholder groups.

The diversity of CPSM's project portfolio is a unique qualification that allows the CPSM City of Stockton Community Driven Strategic Planning Team to apply national and international standards to bear on City of Stockton leaders' efforts to reduce public safety costs while improving service delivery.

For all of these reasons, CPSM is positioned to serve not just as an external evaluator but also as a partner in developing a practical and justifiable set of recommendations benefitting the

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community members—from department employees to taxpayers—who will be affected by any changes that may result from the City of Stockton Strategic Planning Study.

#### PROJECT PORTOLIO

CPSM has conducted more than 188 projects in 31 states and 106 jurisdictions in the U.S. and Canada. Municipal leaders throughout North America—from Boone, Iowa (with a population of 8,000), to Indianapolis, Indiana (with a population of 800,000)—have relied on CPSM for support in assessing and optimizing their public safety service delivery. The members of the CPSM Stockton Strategic Planning Team have a long and successful record of conducting assessments that share characteristics with the City of Stockton Strategic Planning Study:

- On-site experience connecting with a broad range of municipal leaders, fire department chiefs and personnel, and community stakeholders to develop a comprehensive understanding of fire department operations;
- Skill in aligning fire departments' current assets, challenges, and goals with realistic strategies for adopting and, when necessary, adapting national best practices; and
- Application of unbiased data based standards to benchmark fire departments and assess their operations unit-by-unit.

A map of CPSM's entire project portfolio is available at <http://www.cpsm.us>. Many final reports have been posted online by the relevant jurisdictions and are freely available for review. The City of Stockton leaders are encouraged to review past projects and discuss CPSM's performance with municipal leaders across the country. The details of past projects and the points of contact for future and current projects will be provided on request.

In the most recent five (5) years, CPSM has completed over 60 studies in various size communities and is an industry leader in understanding the complexities of fire departments. CPSM does not have any current and/or ongoing litigation and has no conflicts that would affect the ability to complete a timely strategic plan of the highest quality and value to the City of Stockton.

#### RESPONSIVENESS TO CLIENTS AND QUALITY ASSURANCE

This proposal by CPSM is a flat rate or lump-sum quotation, and as such, remains in budget unless the parties agree upon increasing or substantively altering the scope of services. CPSM has been enhanced in its move to an LLC, exclusively supporting the ICMA non-profit member oriented agency which serves city and county management, the client is viewed as a partner in solving complex issues and anticipates building lasting relationships. Therefore, responsiveness to the city's needs is a high priority and CPSM has a long history of provided services that have met or

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exceeded community expectations. A prevalent strategy utilized by the CPSM process and study team is to have periodic review of the work product with City and Department staff to validate and approve assumptions at specific milestones. This not only maintains a high degree of quality control, but also serves to eliminate misaligned expectations with the final product.

#### PERSONNEL

The CPSM City of Stockton Community Driven Strategic Planning Team consists entirely of subject matter experts with direct experience as fire chiefs, practitioners, researchers, and scholars in the field of public safety management. No research assistants will be used in this study, a factor that is a key differentiator between CPSM and many consulting organizations.

Every member of the CPSM City of Stockton Community Driven Strategic Planning Team has a record of analyzing fire department staffing, operations, and potential to implement best practices. In addition, team members, particularly team leader Chief (ret.) Joseph Pozzo, has significant experience managing and consulting on fire departments.

#### KEY PERSONNEL

The individuals listed below are exceptionally qualified to perform the Stockton Strategic Planning Study based on their extensive field experience, their personal successes in leading departments through times of change and crisis, and their status as nationally recognized leaders with a proven commitment to public sector service.

#### CPSM LEADERSHIP TEAM

##### **Thomas Wieczorek**

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

Thomas Wieczorek is a 34-year veteran and recognized national leader in fire and EMS operations. During 27 years serving the state of Michigan, he held the roles of firefighter, police officer, fire chief, director of public safety, and city manager, all based in Ionia. He is also the former executive director of the Center for Public Safety Excellence, Inc. (formerly the Commission on Fire Accreditation International, Inc.).

Wieczorek 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 has also taught courses at Grand Valley State University, Grand Rapids Community College, and the National Highway Traffic Safety Administration.

He is the past president of the Michigan Local Government Management Association and the National Alliance for Public Safety GIS; former vice-chairperson of the Commission on Chief Fire

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Officer Designation (now the Center for Public Safety Excellence); and current ICMA representative to the International Accreditation Service and the National Fire Protection Association's 1710 and 1738 committees.

Wieczorek's recent work with the National League of Cities and the U.S. Department of Homeland Security (DHS) resulted in the creation and delivery of an emergency management course for local officials, "Crisis Leadership for Local Government Officials," which has been presented in 46 states and been assigned a DHS course number.

In 2000, Wieczorek received the Mark E. Keane "Award for Excellence," ICMA's highest award. He has been honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, recognized for distinguished service by the Michigan Municipal League in 2005, and selected as the recipient of the Governor John B. Swainson Award for Historic Preservation from the Michigan Bureau of History through the Michigan Secretary of State's office.

#### **Leonard Matarese, B.A., M.P.A., ICMA-CM, IPMA-CP**

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

Leonard Matarese is a specialist in public sector administration, with particular expertise in public safety and related human resources management. He has 43 years' experience as a law enforcement officer, police chief, public safety director, city manager, and human resources commissioner in major cities. As a former public safety director, Matarese has direct experience managing fire and EMS systems, including advanced life support transport.

Matarese was one of the original advisory board members and trainer for the first National Institute of Justice (NIJ)/ICMA Community Oriented Policing Project, which has 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.

Recognized as an innovator by his law enforcement colleagues, Matarese served as the chairman of the Blue Lighting Strike Force—a 71-agency U.S. Customs Service anti-terrorist and -narcotics task force—in the southeast quadrant of Florida, and as president of the Miami-Dade County Association of Chiefs of Police, one of America's largest regional law enforcement associations. He represents ICMA on national projects involving U.S. Department of Homeland Security and the U.S. Department of Justice's Office of Community Oriented Policing Services and Bureau of Justice Assistance. He has also served as a project reviewer for NIJ and as the subject matter expert on several U.S. Agency for International Development/ICMA police projects in Central America.

Matarese holds 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 has held the Credentialed Manager designation from ICMA, the Senior Professional in Human Resources designation from the Society for Human Resource Management, and the Certified Professional designation from the International Public

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Management Association for Human Resources. Matarese also has extensive experience in labor management, particularly within fire and police departments, and is currently editing an ICMA book on the selection of fire and police chiefs.

#### **CPSM FIRE/EMS STUDY TEAM LEAD and PROJECT MANAGER**

##### **Chief Joseph Pozzo (Ret.), M.P.A., C.F.O.**

##### **CPSM Senior Manager for Fire and EMS**

Prior to joining CPSM, Joseph Pozzo served as the deputy director of the Department of Public Protection in Volusia County, Florida, where he was responsible for the operations of fire, EMS, emergency management, medical examiner, beach safety, corrections, and animal services. He was formerly chief of Volusia County Fire Services, a combination department providing fire suppression and EMS services with career firefighters and volunteer members operating out of 23 stations.

Prior to his Volusia County appointment in 2010, Pozzo served as chief of the Loudoun County Department of Fire and Rescue, which also operates as a combination department, providing fire, rescue, and emergency management services to one of the fastest growing counties in the nation. The region, located near Washington, DC, has over 275,000 permanent residents living in 520 square miles of diverse suburban and rural area. Fire, rescue, and emergency management services are executed through more than 450 career staff and over 1,300 volunteer members operating out of 19 stations.

Pozzo served as chief of the City of Virginia Beach Fire Department for 19 years, reaching the level of battalion chief prior to his appointment as chief of the Portsmouth Fire, Rescue, and Emergency Services Department—which, as one of the oldest professional departments on the eastern seaboard, serves over 95,000 residents within a 30 square mile-area.

Pozzo holds a master's degree in public administration from Troy University, where he graduated with honors, a bachelor's degree in public administration from Saint Leo University, and several associate degrees, including an AAS in Fire Science and Protective Services. He holds the Chief Fire Officer Designation from the Center for Public Safety Excellence and has served as an adjunct instructor for the Virginia Department of Fire Programs.

##### **Chief Howard J. Dawley**

##### **CPSM Public Safety Associate**

##### **Loudoun County, VA Department of Fire, Rescue, and Emergency Management**

Deputy Chief Dawley has enjoyed a rewarding twenty-eight (28) year career as a public safety professional with the Loudoun County Department of Fire, Rescue, and Emergency Management, located in Northern Virginia. For the past 17 years, Deputy Chief Dawley has served as the department's senior staff manager responsible for the Department's Planning and Asset Management Division, comprised of five program areas (Planning, Facilities, Fleet, Logistics, and Respiratory Protection) that collectively provide critical infrastructure support to a staff of nearly 550 career and 1,000+ volunteer service providers, who jointly protect a 521 square mile

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jurisdiction of more than 330,000 residents, representing one of the nation's fastest growing communities over the past two decades.

Deputy Chief Dawley has been instrumental in providing a successful strategic framework for effective and timely development of capital facility projects to support the Department's core mission in a rapidly growing community, delivering the jurisdiction's first government planned, designed, constructed, and outfitted fire-rescue station in 1999, subsequently overseeing a total of thirty (30) capital facility projects comprising nearly 300,000sf – including additional fire-rescue stations, a fire-rescue training center campus, an emergency operations center, a fire department logistics/warehouse, a fleet/apparatus and radio shop, administrative offices, and pending relocation/expansion of the County's emergency communications/911 center. Deputy Chief Dawley's work employing geographic information system (GIS) software to optimize strategic location of future stations was recognized in the County's receipt of a National Association of Counties (NACO) Achievement Award. He is experienced and skilled in managing all aspects of facility development and operation.

He has completed coursework at the National Fire Academy in Emmitsburg, Maryland, and is a graduate of the University of Maryland Fire Service Staff and Command Program. Holding numerous fire and rescue related credentials; he has also distinguished himself as a qualified Ken Blanchard Institute instructor for "Situational Leadership" training.

#### **Chief Mike Iacona, MPA**

##### **CPSM Associate**

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

Chief Iacona has 38 years of fire service experience, with the last 17 years as Fire Chief. He recently retired as fire chief for the City of Flagstaff, Arizona a position held 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 firefighter/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 firefighter 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.

**QUANTITATIVE ANALYSIS TEAM**

**Dov Chelst, Ph.D.**

**CPSM Director of Quantitative Analysis**

Dr. Dov 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 for Public Safety Management. He is involved in all phases of the center's studies, including initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed data analysis projects for over 100 city, county, and town agencies ranging in population size from 8,000 to 800,000.

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

**David Martin, Ph.D.**

**CPSM GIS Associate**

**Director, Public Safety Unit, Center for Urban Studies, Wayne State University**

Dr. David Martin specializes in policy analysis, program evaluation, and computer programming. He has developed software for mapping calls for service data from fire, EMS, and police agencies for geographic analysis of workload. He has also worked with several police departments to implement CompStat-style mapping and analysis tools that support the tactical deployment of personnel. Martin teaches statistics at Wayne State University and is also a program evaluator for four U.S. Department of Justice Weed and Seed sites.

Martin has conducted several studies examining parole, probation, and recidivism in Southwest Ranches and Wayne County. He specializes in criminal justice policy and program evaluation. He has had a close working relationship with the Detroit Police Department since 1993, where he has created several computerized tools and databases that track arrests and offender recidivism. His ongoing research on prisoner reentry and community safety has provided guidance to law enforcement agencies, the Southwest Ranches philanthropic community, and the Michigan Department of Corrections.

Martin has also designed several large-scale evaluation projects, including evaluations of Southwest Ranches Empowerment Zone Community Policing Initiative and federally supported Weed and Seed Initiatives in Michigan. He has also conducted in-depth recidivism studies examining the impact of aftercare programs in Wayne County and possesses expertise in a variety of statistical methods including multivariate regression, including survival analysis. Martin works with a variety of external groups to advance the use of mapping technology by community-based organizations and government. He teaches courses in statistics and geographic information systems (GIS) and developed a public administration course entitled "Data-Driven Decision Making" offered by the Department of Political Science.



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Martin's program evaluation research experience includes the Detroit Police Department Eastside Firearms Reduction Initiative, Evaluation of the Inner City Neighborhood Project, and the Wayne State University Police Department - Midtown COMPSTAT Initiative.

Martin was selected as a member of the Michigan Prisoner Reentry Initiative (MPRI) Evaluation Advisory Committee, a group of researchers who review MPRI's programs and impact. Dr. Martin is presently an affiliate member of the Urban Institute's ReEntry Mapping Network - a partnership among community-based organizations and the Urban Institute designed to create community change through the mapping and analysis of neighborhood-level data related to reentry and community wellbeing.

#### **Gang Wang, Ph.D.**

##### **CPSM Senior Fire Analyst**

##### **Senior Data Analyst for Public Safety Studies**

Dr. Gang Wang received dual bachelor's degrees in industrial design and management science, a master's of science in information systems from Chongqing University in China and the Ph.D. in industrial engineering from Wayne State University. He has three years' experience in enterprise information system, six years' experience in data analysis and applied mathematical modeling, and significant expertise in areas of automotive, travel, and public safety operations research, with particular emphasis on fire and EMS. Wang has completed more than 60 fire and EMS studies in 20 different states and has published a book chapter and several journal articles in his field.

#### **FINANCE ASSESSMENT TEAM**

##### **Tracy Riehm, M.B.A, M.A.**

##### **Operations Manager-Volusia County**

##### **Department of Public Protection**

Tracey Riehm retired as the operations manager for the Volusia County, Florida, Department of Public Protection, where she focuses on improving the fiscal and operational performance of an \$88 million department with 850 employees are responsible for fire services, EMS, emergency management, corrections, beach safety, medical examination, and animal control. For over 15 years prior to joining Volusia County, Riehm was the chief financial officer for EVAC Ambulance, a not-for-profit, public-private partnership, where she was responsible for all areas of financial management, including EMS billing and Medicare compliance.

Riehm has also worked for the American Embassy in Bonn, Germany, serving as a budget officer and budget analyst in the U.S. Agency for International Development and the Berlin Budget Management Office. She managed a \$350 million U.S. Army-Berlin budget (funded by the German government) while also serving as a fiscal liaison among German, U.S. Army, and embassy officials.

Riehm holds a master's degree in accountancy from Stetson University, where she graduated with honors, an M.B.A with dual concentrations in finance and advertising management from Indiana

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University, and a B.S. in business administration from Ohio State University, where she graduated cum laude with distinction. She also holds a certificate in Ambulance Service Management from the American Ambulance Association.

#### ADMINISTRATIVE CONTACTS

These individuals are authorized to discuss the contents of this proposal, field City of Stockton leaders' questions and requests for follow-up, negotiate contract terms, and sign contracts on behalf of CPSM:

**Thomas Wiczorek, Director**

Phone: (616) 813-3782

E-mail: [twiczorek@cpsm.us](mailto:twiczorek@cpsm.us)

**Leonard Matarese, Director of Research and Program Development**

Phone: (716) 969-1360

E-mail: [lmatarese@cpsm.us](mailto:lmatarese@cpsm.us)

City of Stockton leaders should direct all written communications regarding this proposal or any resulting contract to the following address:

**Center for Public Safety Management**

475 K Street NW

Suite 702

Washington, DC 20001

#### STATEMENT ON PRICING PROPOSAL

As described in the preceding proposal, CPSM proposes to conduct a seven-phased, comprehensive operations study and strategic/master planning process for the City of Stockton Fire Department at a cost of \$17,000, exclusive of travel. The project is expected to last between 60-90 days, dependent on the length of time the department requires to produce data and review draft reports throughout the project period.

The option of adding the National City Survey through the National Research Council would add up to \$12,000 to the project with options available to study other city services using the same instrument. CPSM acts as a strategic partner with NRC and the NSC and as a trusted partner with cities and communities, receives no return on this investment.

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The final contracted fee will be billed in three installments: 50% within 14 days of signing the contract; 50% with delivery of the draft documents.

Should the City desire additional support, in addition to the presentation of findings and scope of work, CPSM will assign staff for such meetings at a cost of \$2,000 per day/per meeting along with reimbursement of travel expenses. This quotation of fees and compensation will remain firm for a period of 90 days from this proposal submission.

## CONCLUSION

CPSM appreciates City of Stockton leaders' consideration of the preceding proposal and views this project as a valuable extension of its mission to support to local government agencies across North America. The CPSM team looks forward to serving as a partner on Stockton leaders' efforts to optimize the city's fire department operations and meet fire department goals for the future.

Any additional information or evidence required by City of Stockton leaders will be provided on request.