

# Proposal for Targeted Analysis of Fire / EMS Services Topeka, Kansas

FIRE/EMS



OPERATIONS

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

# CPSM

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

## ICMA

*Leaders at the Core of Better Communities*

# CPSM

Center for Public Safety Management, LLC

May 22, 2015

Jay Oyler, CPPB  
Contracts & Procurement Director City of Topeka  
Budget & Finance Department, Contracts & Procurement Division  
215 SE 7th Street, Room 60  
Topeka, KS 66603-3914

Dear Mr. Oyler:

The *Center for Public Safety Management, LLC*, the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal for an analysis of Fire / EMS services for Topeka, Kansas. The CPSM approach will follow a request by the city for specific reviews that do not include an overall forensic analysis of the department but rather a targeted review:

- Verification/update of the 2014 resource allocation study;
- Review of current fire department organizational structure and practices;
- A benchmark assessment of the Topeka Fire Department to national and industrywide best practices.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of the requested emergency services in your community. The team assigned to the project will have years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience completing hundreds of projects nation-wide. The team assembled for you will be true "subject matter experts" 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. I, along with my colleagues at CPSM, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at [lmatarese@cpsm.us](mailto:lmatarese@cpsm.us)

Sincerely,



Leonard A. Matarese, ICMA-CM, IPMA-HR  
Director, Research and Project Development  
*Center for Public Safety Management, LLC*

# The Association & The Company

## International City/County Management Association (ICMA)

The International City/County Management Association (ICMA) is a 100 year old, non-profit professional association of local government administrators and managers, with approximately 9,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to its citizens in an efficient and effective manner. Our work spans all of the activities of local government – parks, libraries, recreation, public works, economic development, code enforcement, Brownfield's, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state and federal governments as well as private foundations. For example, we are involved in a major library research project funded by the Bill and Linda Gates Foundation and we are providing community policing training in Panama working with the U.S. State Department. We have personnel in Afghanistan assisting with building wastewater treatment plants and have teams in Central America providing training in disaster relief working with SOUTHCOM.

The **Center for Public Safety Management (CPSM)** is one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, Emergency Management and Homeland Security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility and reduced costs in meeting member's needs as we will be expanding the services that ICMA can offer to local government. For example, The Center for Performance Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

The Center for Public Safety Management maintains the same team of individuals performing the same level of service that it has for the past seven years. The contracting entity will be "**Center for Public Safety Management, LLC**" (CPSM). This entity will be the exclusive provider of public safety technical assistance for ICMA and will continue to provide training and research for the Association's members and will represent ICMA in its dealings with the federal government and other public safety professional associations.

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 200 such studies in 36 states and 155 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development. Dr. Dov Chelst is the Director of Quantitative Analysis. Michael Iacona is the Senior Manager for Fire/EMS.

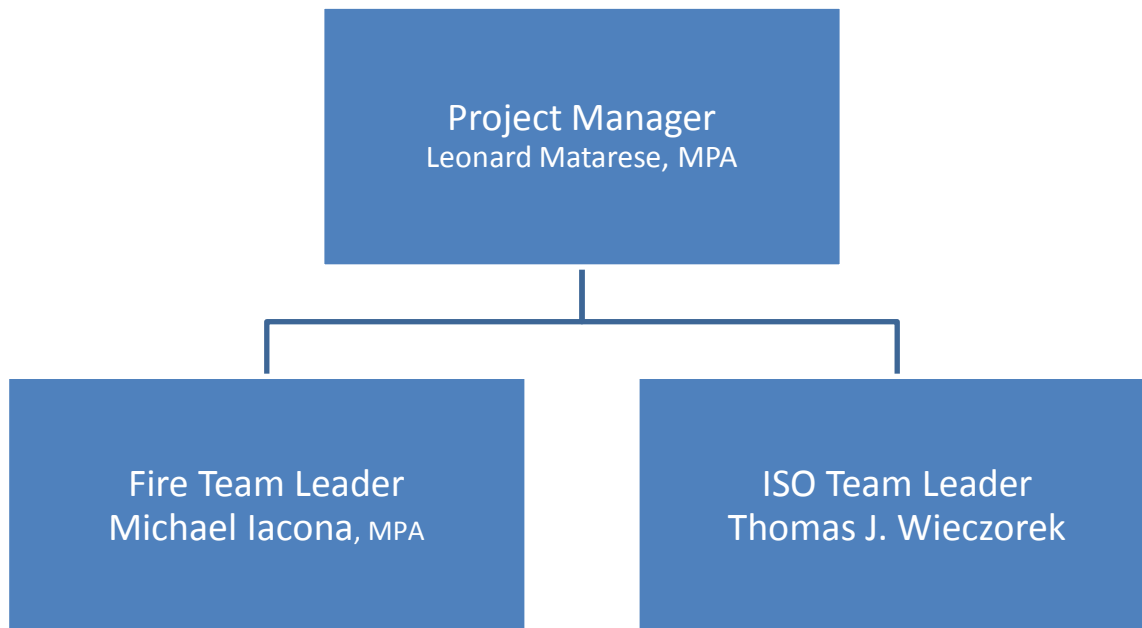
# Project Staffing

The proposal will look at the following areas for the fire and EMS service in Topeka:

- Verification/update of the 2014 resource allocation study;
- Review of current fire department organizational structure and practices;
- A benchmark assessment of the Topeka Fire Department to national and industrywide best practices.

For this project, the CPSM has assembled a premier team of experts from a variety of disciplines and from across 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 management organizational chart for the project includes the following Key Team Members:**



## Project Manager

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

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

- **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 particular 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 also 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.

## Data Assessment Team

### Center for Public Safety Senior Team Members

#### Senior Public Safety Subject Matter Expert

**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.

## Operations Assessment Team – Fire Unit

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

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

- **Background**

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.). He has taught a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College. He has testified frequently for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past-president of the Michigan Local Government Manager's Association; served as the vice-chairperson of the Commission on Fire Officer Designation; and serves as a representative of ICMA on the NFPA 1710 career committee.

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

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

## Senior Manager of Fire and EMS

**Chief Mike Iacona, MPA, 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.

# Project Schedule



## **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, 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 department. 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. An on-site visit by the ISO review leader will be scheduled and take place.

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

The analysis will be completed and a draft, unedited report will be delivered to the department for review and comment.

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

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

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

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

**TOTAL ELAPSED TIME: 60 to 90 days**



# Proposed Fees



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 departments for \$14,200 which includes travel for the ISO leader (one site visit). The project would be billed in three installments: 50% within 14 days of signing the contract; 50% with delivery draft analysis. Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

## **Deliverables**

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

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

Should the City desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,000 per day/per person along with reimbursement of travel expenses.

# Conclusion

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, the *Center for Public Safety Management* acts as a trusted advisor, assisting local governments in an objective manner. In particular, 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.