



CITY of NOVI CITY COUNCIL

Agenda Item 1
November 10, 2008

SUBJECT: Approval of staff and Consultant Review Committee recommendation to award the Public Safety Services, Resources & Utilization Study to the International City/County Management Association (ICMA) Consulting Services in an amount not to exceed \$64,000 (\$58,000 for study costs plus expenses).

SUBMITTING DEPARTMENT: City Manager's Office *PWA*

CITY MANAGER APPROVAL: *[Signature]*

EXPENDITURE REQUIRED	\$61,000
AMOUNT BUDGETED	\$75,000
LINE ITEM NUMBER	101-301.00-816.000-101

BACKGROUND INFORMATION:

With the concurrence of the Consultant Review Committee and City Administration, the staff working on the Public Safety Staffing study retained consultants from the International City/County Management Association (ICMA) consulting services to assist the Team to determine the scope of the services, resources, and utilization study. On September 10-11, 2008 ICMA Consultants Tom Wieczorek and Leonard Matarese met with a wide, cross-section of employees from the Police Department, Fire Department, and City Administration, as well as with several City Council members. These meeting assisted in building the frame work for the scope of the final study.

In October, the City received ICMA's recommendations for consideration in our scope of study. The Venture Team has had an opportunity to review and discuss the recommendations as well as the manner in which ICMA conducted the interviews with staff, their background, and experience. The information and topics for the actual study were found to be on target with expectations of outcomes for the actual report.

Going forward with the study, City Administration, Chief Frank Smith and Chief David Molloy recommend the City proceed with ICMA as the consultant to conduct the overall Staffing Study rather than seeking other professional proposals for this specialized project. The recommendation is based upon the following factors.

- The ICMA consultants possess work experience that make them extremely qualified to complete the study for the City. Both individuals have worked as police officers, fire fighters, public safety administrators and city managers. We feel they possess a breadth of perspective specific to local government administration and public safety that would be difficult, if not impossible to find, in another consulting firm. Additionally, the primary contact for our study, Tom Wieczorek, has served in all of these positions in Michigan. This provides him with insight into how police and fire departments in Michigan function. We believe this experience is critical to this study as it pertains to Michigan law and the structure of the Fire Department, in particular, given our combination of staffing of full-time and Paid on Call (POC) firefighters.

- ICMA, through the use of Tom Wieczorek and Leonard Matarese, will conduct a data driven analysis from which they will base their study conclusions and recommendations. The data will be “raw” or derived directly from the CPLIMS/Clemis system and not previously generated reports. This process reduces the possibility that the data has been skewed or manipulated. In our research of other firms, we have found this to be unique to the way ICMA conducts its studies versus other firms.
- Recommendations based upon data driven analysis will produce objective results by which the current efficiency and effectiveness of our public safety services are evaluated. The subsequent recommendations will be based in hard data and not subjective analysis. This information will provide for an opportunity to expand the use of performance measurements to gauge current and future performance, as well as staffing needs/changes in the future.
- The feedback from staff was overwhelmingly positive concerning how the sessions were conducted with staff and others in September, the questions that were asked and the openness of the consultants. This is an important component and the value of trust should not be under estimated. Fire Fighters and, especially, Police Officers often find outsiders untrustworthy and therefore they withhold valuable information. The value of this study is, in part, going to be based upon the feedback provided by those groups.

For these reasons, staff recommended proceeding with the study utilizing the ICMA consulting services. This item was discussed by the CRC at their October 30th meeting and the Committee concurred with the staff recommendation and directed staff to place the item on the November 10th agenda for approval. If approved, the consultants expect to complete the study within 90 to 120 days after award.

RECOMMENDED ACTION: Approval of staff and Consultant Review Committee recommendation to award the Public Safety Services, Resources & Utilization Study to the International City/County Management Association (ICMA) Consulting Services in an amount not to exceed \$64,000 (\$58,000 for study costs plus expenses).

	1	2	Y	N
Mayor Landry				
Mayor Pro Tem Capello				
Council Member Crawford				
Council Member Gatt				

	1	2	Y	N
Council Member Margolis				
Council Member Mutch				
Council Member Staudt				

Novi, Michigan Public Safety Services, Resources & Utilization Study

ICMA CONSULTING SERVICES

PUBLIC SAFETY SERVICES



*Helping Local Governments Achieve
Measurable Results*

ICMA *Leaders at the Core of Better Communities*

Submitted by:

Public Safety Services

ICMA Consulting Services

International City/County Management Association

777 North Capitol Street, NE – Suite 500

Washington, DC 20002



Leaders at the Core of Better Communities

October 24, 2008

Clay J. Pearson
City Manager
City of Novi
45175 West 10 Mile Road
Novi, MI 48375

Dear Mr. Pearson:

The Public Safety Services team of ICMA *Consulting Services* is pleased to submit this proposal for a data analysis study of the City's fire and police departments and contracted EMS services for the City of Novi, Michigan.

As you know, ICMA has provided direct services to local governments nationwide for decades, which have helped to improve the quality of life for millions of residents in the United States and abroad.

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

Our entire project management staff has decades of experience supporting clients in the local government, state and private sectors as well. Because of the expertise that each of these persons bring, you can expect the highest quality solution at a cost equal to approximately that of one full time firefighter with benefits for one year or less.

From an enterprise-wide perspective, we guarantee an honest-broker solution for your jurisdiction's challenge. I, along with my colleagues at ICMA, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 202.962.3585 or via email at agarnett@icma.org.

Sincerely,

A handwritten signature in black ink, reading 'A.T. Garnett'. The signature is fluid and cursive, with a large, sweeping 'A' and 'G'.

A.T. Garnett
Senior Manager, Marketing and Operations
ICMA *Consulting Services*

ICMA Background

International City/County Management Association (ICMA)

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

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

ICMA Consulting Services

The ICMA *Consulting Services* team helps communities solve critical problems by providing management consulting support to local governments. One of ICMA *Consulting Services'* expertise is public safety services, which encompasses the following areas and beyond: organizational development, leadership and ethics, training, assessments of calls for service workload, staffing requirements analysis, designing standards and hiring guidelines for police and fire chief recruitment, police/fire consolidation, community oriented policing, and city/county/regional mergers.

The ICMA Public Safety Services team is led by Leonard Matarese, director of public safety services, ICMA *Consulting Services*. Leonard, along with a team of highly experienced, hand selected consultants, support a number of public safety services projects for jurisdictions nationwide.

Qualifications

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

Project Staffing and Organization

The ICMA *Consulting Services* team (the Team) includes local government practitioners and subject matter authorities from across the country. The team will consist of a program director, senior operations manager, and several senior public safety consultants.

Program Director, ICMA Director of Public Safety Programs

Leonard Matarese, MPA, Director of Public Safety Programs, ICMA Consulting Services

Duties

Mr. Matarese served as the team leader and on-site coordinator for the project. He is the individual to contact concerning questions about this proposal.

Senior Public Safety Consultant

Thomas Wieczorek, ICMA Senior Manager, Public Safety Programs, ICMA Consulting Services; former Executive Director of the Center for Public Safety Excellence, Inc. (formerly the Commission on Fire Accreditation International, Inc.)

Duties

Mr. Wieczorek acted as a subject matter expert regarding the analysis and use of fire, police and EMS operations. Mr. Wieczorek provided recommendations for objectives, as well as methods for meeting objectives and for insuring their accuracy.

Project Understanding Based Upon Site Visit

Based upon a site visit conducted by Leonard Matarese and Thomas Wieczorek, the ICMA Consulting Services program was asked to assist the City of Novi, Michigan to identify the expectations of City Administration, City Council, Police and Administrations for the City's budgeted public safety (Police, Fire and EMS) services, resources and utilization study to ultimately to maximize efficiency, effectiveness and safety.

Based upon a two-day site visit to Novi, the following findings were recorded that should be incorporated into the City's study:

The safety component is to pertain to both emergency responders as well as citizen-customers affected by service delivery. The resulting study will review existing resources and deployments as well as make recommendations for changes to the deployment methodology as well as administrative service improvements.

Considering Novi is in the midst of a dynamic change in the dispatch and operations systems, we understand the need for guidance in a variety of areas and the need to use any information learned to improve police, fire and EMS operations.

During our on-site assessment, we concluded that there are some gaps in the data available which will affect estimates of workloads such as time stamps for all breaks and other patrol times. Similar gaps will likely occur in determining response times on Fire and EMS.

Our goal is to provide Novi with the guidance needed to develop a comprehensive review process that will monitor the operations for continuous improvement and to identify the key variables that should be tracked routinely and to assist them with the information needed in order to make budgetary and policy decisions. Therefore, it is an ideal time to do an assessment of where the city is right now, of which that information learned can be used in future decision making processes as well.

Patrol Force – Analysis of Data and Patrol Force Planning

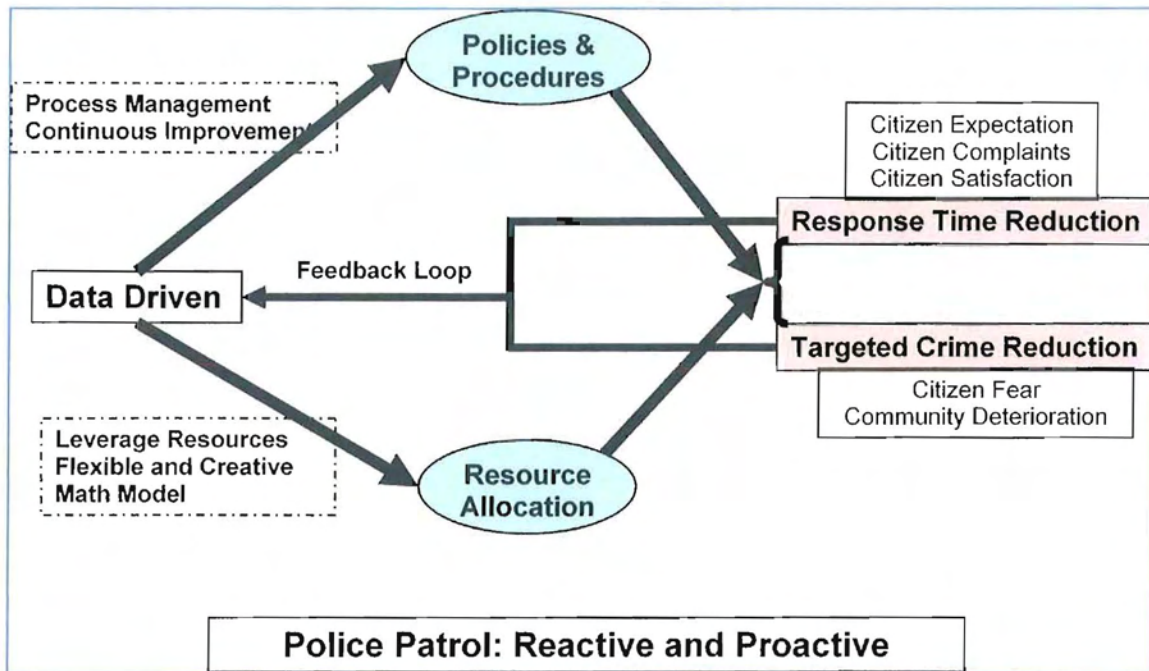
The City of Novi has utilized a deployment method for its patrol forces since 1997. Since that time, a number of changes have taken place within the city including the addition of significant retail development as well as demographic changes. These changes affect traffic patterns, calls for service, and crime patterns.

One issue that was identified through discussions with Police leadership and staff is that Novi responds to all calls for service; calls are prioritized by Dispatch, but not prioritized by the computer aided dispatch (CAD) system and all calls result in a personal contact with the complainant. The calls for service often include medical calls such as need for drugs, medical testing, persons that are sick, etc. Some Patrol officers suggested that such calls often have little with which they can assist and such calls should be screened and more appropriately distributed to Fire Department personnel. As calls for service increase and funding remains constant (or decreases), this philosophy will need to be reviewed.

Further inquiry resulted in feedback that when officers did not have activity for periods of time in their shift, tapes were reviewed (cameras are found in all vehicles) and paper reports generated that required extensive documentation. This accountability and administration may be necessary to ensure maximized use of staff time. However, the reports generated may not result in their intended purpose. The review of the department will analyze whether the existing report generating systems are being utilized by department members effectively or are simply keeping statistical data that is consuming patrol time but not utilized for any business purpose.

Background – Police Patrol –

Police departments utilize their patrol forces in two modes: reactively to respond to calls for service and proactively to address potential crime problems as well ongoing nuisance issues. (See Figure 1.) Detectives provide another element of a primarily reactive force, seeking to solve crimes that have already been committed.



Reactively – citizen initiated calls

- ❑ High priority calls – citizens expect extremely rapid response
- ❑ Moderate Priority calls – Best practice departments manage citizens' expectation by letting them know a realistic response time and then meeting or surpassing their expectation. If there is an unexpected further delay, the citizen is contacted with up-to-date information
- ❑ Low priority calls – Best practice departments find creative strategies such as a telephone crime reporting so as to free up the patrol force for either rapid response to a high priority call or to continue with crime-directed activities
- ❑ On-Scene handling: The manner in which a police officer handles himself or herself on-scene plays a critical role in developing or discouraging citizen support for the police department

Rapid response to the highest priority calls can sometimes mean the difference between life and death but typically does not broadly influence the crime rate. Meeting or exceeding citizen expectations reduces the number of citizen complaints and increases community support for the police department. Community support is a critical element in developing a proactive crime directed patrol force. With accurate and timely data, a police department can reduce response time by adopting a philosophy of data driven continuous improvement that usually entails first finding the multiple root causes of slow response and then changing operating policies that contribute to the problem. They can also reduce response time by making data driven strategic decisions that better match patrol force levels with police patrol workloads.

Proactively – Police initiated in cooperation with citizenry

- ❑ Police departments use detailed crime data to develop both short-term targeted activities and long lasting strategic initiatives
- ❑ Police departments can use specially assigned units in conjunction with the in-between call time of the patrol force
- ❑ Performance measures and accountability of management is a critical element of this strategy
- ❑ Activities need to be tracked so as to determine their effectiveness and to continually evolve so as to respond to changing crime patterns

Suggested Study Components –

1. Document current police patrol performance and workload levels
2. Establish a range of performance goals and objectives for the Police Department
3. Identify opportunities to improve on performance with existing resources
4. Estimate the manpower requirements and associated costs that would be needed to achieve city and police management specified performance objectives
5. Provide guidance on routine standard reports that should be used to track performance

Current Performance –

The Study will analyze in-depth four weeks of summer data and four weeks of winter data and assess variations by time of day, day of week, season and district. The analysis will include all of the following:

- a) Patrol deployment levels
- b) Average response time to different call priorities
- c) Proportion of calls in each category for which response times are unacceptably long. For example, the proportion of high priority calls that experience response times of longer than 10 minutes will be identified in the study
- d) Document time periods during the week in which response times seem excessive
- e) Average and median time spent on calls with different priorities
- f) Proportion of calls with unusually long time spent on-scene
- g) Proportion of calls requiring more than one patrol unit
- h) Resources allocated to proactive patrol
- i) Resources consumed on non-value added activities

The study will pay special attention to the following:

- The impact of patrol force involvement in prisoner processing. Novi is looking at utilizing a new cadet program to, in part, check on prisoners held in the City holding area as well as feeding prisoners. We will analyze the short- and long-term costs of implementing this new program and if it could it be provided via alternate means.

Opportunities for Improvement –

To examine whether or not patrol resources are efficiently deployed over a 24-7 time period, the study will graph deployment levels against workloads by time of day, day of week, and by patrol areas. We will analyze and graph police response time by call priority level and shift to identify significant patterns/differences in police response. These response time analyses will also separate out and analyze the components of police response -- call queue time, travel time, and time on scene. Consequently, a series of trend charts, maps and data tables will describe police response time in detail and provide the variables needed for developing a plan based on Operations Research methods rather than anecdotal examples.

We will observe and meet with dispatch operations manager and personnel to determine the extent of best practices employed to efficiently dispatch patrol units. The resulting study will discuss and document the extent that the police patrol management is applying principles of performance based management and continuous improvement to efficiently utilize police resources. The study will then employ Operations Research

models of police patrol to determine how much response time and proactive patrol might be improved with better alignment of resources and workloads.

The study will look at what calls could have been answered without use of personal contact and recommend best practices in use around the city for maximizing the use of personnel time.

The personal contact issue came up during our discussions with Patrol officers when discussing complaint loads and calls that officers felt "helpless" to address— primarily related to medical issues or need for prescription drugs. A review of the calls for service will be made as a part of the study.

In addition to looking at existing deployment patterns, high accident locations will be studied and targeted for patrol intervention. In this way, areas with high risk are more appropriately targeted which should result in reduced accidents or other violations. To determine if the targeted enforcement is working, a review will be made to analyze if accidents have decreased and, ultimately, violations should decrease because drivers are aware of the enforcement.

One of the issues raised by Patrol officers was related to the pressure they feel to write tickets because estimated/budgeted fees are down. A review of the budget, estimated fees/revenues and traffic deployment will be analyzed in the study.

The study will look at the administrative structure of the Novi Police Department. How are administrators being used and are there alternative job descriptions and work that should be conducted?

The study will include an analysis of the work assignments and work flow of the Sergeants and Police Administration to determine the most effective use of their time, as well as that of the existing clerical staff in the Police Department to determine if any changes should be made.

City Administration and Police Administration should determine if they wish for the study to address looking at public safety. City Administration has maintained that the "public safety" concept is not going to be a focus of this study

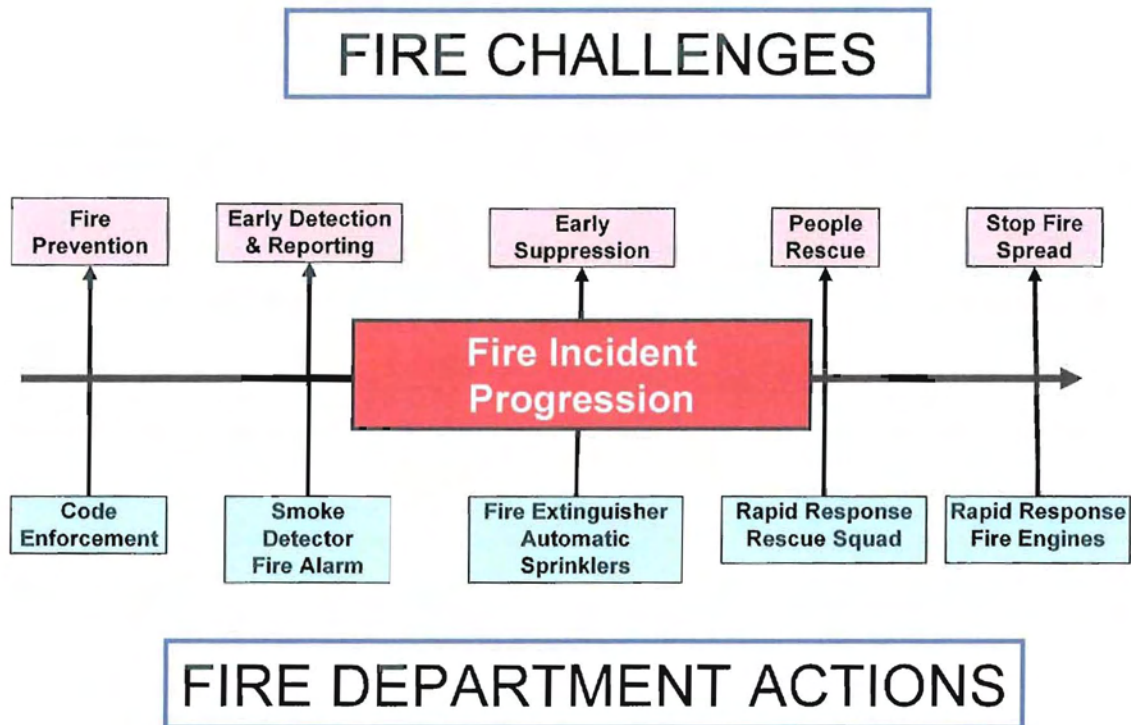
The study will include an analysis of the following:

- ◆ **What special crime units (e.g., drugs/narcotics, financial/white collar, computer, etc.) should be supported and what services are lacking.**
- ◆ **Existing monthly summaries prepared by staff to determine if such reports/summaries are relevant to make changes in the department; for improved communication, alternative technology, etc. and/or other better outcomes.**
- ◆ **Coordination between the Patrol officer and Detective units to determine if/what additional resources may be needed including support personnel.**
- ◆ **Community policing to determine if existing processes and procedures are relevant and/or effective. Specifically, the study will determine if the Police Department is making the most efficient use of resources as well as the community organizations they serve and/or if the work could be done with clerical or other non-sworn personnel?**

Fire Suppression and Emergency Medical Services

Fire Department –

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 prevention activities. These can include building code enforcement and support for widespread placement and continuous maintenance of smoke detectors. They may also certify fire extinguishers and automatic sprinkler systems. All of these prevention and rapid response activities are laid out below.



From our preliminary review of the Novi Fire Department, it was obvious that there were two "departments" contained under one umbrella. One-half of the department is full-time career; the other half is a "paid on call" or POC. They appear to be separate and distinct in part due to the scheduling the full-time personnel primarily Monday through Friday from 6 a.m. to 6 p.m. (although some full-time staff work a 24-hour supervisory shift) and the POC schedule which is typically post-6 p.m. and on the weekends.

In meetings with some elected officials and members of the department – both full and part-time personnel, including the unions, agreed that the POC personnel remain a vital and important part of the future of the department. In fact, the POC saves the city money in the form of benefits and legacy costs as well as additional personnel when needed on fires (which are very infrequent in Novi).

The issue arises in that the department, from interviews with personnel, operates in many ways as two separate entities in one department because of the current schedule and lack of integration between the two groups of employees. During the day hours there is

supervision and administration and different processes than what take place during the evening hours. For example, the full-time firefighters perform all maintenance and truck operations while POC firefighters do not. This difference extends to the officer ranks with the two full-time career officers manning a fire station separate from the POC captain.

The study will address:

- What are calls for service? What are the trends for calls for service? How will the trend line be met?
- What is the response time and pattern delivered by the department? How can it be improved?
- How can the two groups of employees – full-time career and POC firefighters – be "merged" as one?
- What is the strategic plan that all parts of the fire department can work towards?
- What are the risks and high hazards that the department is charged with protecting?
- Are there other staffing models that could be employed that would respect the traditions of the POC concept while also guiding the career portion of the fire department?
- Is the organization using current resources efficiently and effectively?
- What are the processes in place to decide the effectiveness of community education? In-house education? Fire prevention? Building and code enforcement?
- Is the overall department communication process effective and efficient? Are there improvements that can be made?
- Is the current POC training and development process effective? Are there competency based opportunities that utilize both portions of the department to operate as a team?
- Is the recruiting and training process effective? Efficient? How can it be improved?
- What processes can be employed to unify the portions of the department?
- How does the human resource and risk management functions of the city interact and work with the police and fire department?
- Are there improvements that can be made to the EMS delivery area? How does the department currently deploy and what improvements can be made? How will the improvements be made?
- Are there charges and opportunities to recoup more costs in the fire inspection and first aide/CPR training areas?

The department has a policy of sending an engine company to every medical emergency to help alongside the ALS personnel (privately contracted through CEMS) who arrive in an ambulance to treat and transport the patient. The resulting study will gather and analyze data on the number of personnel on duty, as well as the efficiency and effectiveness of the current deployment on the medical runs.

The study will also analyze 2007 fire call data to provide a comprehensive review of fire services including a detailed analysis of workloads and response times. The analysis of the

workloads should begin with an in-depth study of the types of calls handled and their severity. The goal of this data gathering would be to explicate the fundamental nature of the fire challenge faced by the Novi Fire Department.

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

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

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

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

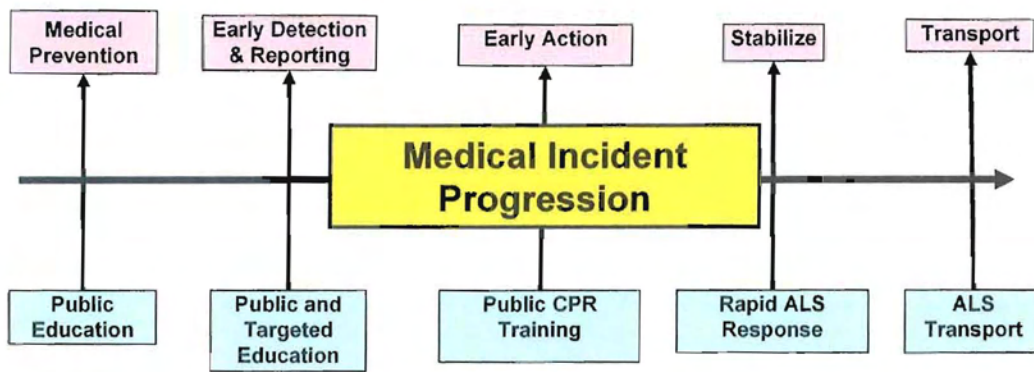
We will also identify and review calls that experienced unusually long response times.

Emergency Medical Services –

Fire departments often provide emergency medical services as first responders and may also transport the patients to hospitals. Historically, this has not been the case in Novi. While the Novi fire department is able to provide basic transports, they do so, on only a handful of occasions each year if the City's privately contract ambulance provider is unable to transport due to weather, multiple incidents, etc.

One key variable in making the decision to transport or not is often the level of training and equipment of the EMS responders as well as the cost of providing these services. Whether public or private, In between calls, EMS responders may be actively involved in public education programs. Numerous studies have documented the importance of widespread CPR training especially when witnessing, for example, a sudden heart attack. These prevention and rapid response activities are laid out below.

EMS CHALLENGES



EMS ACTIONS

The Novi Fire Department provides emergency medical services as first responders. In this project we will analyze 2007 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 will be to explicate the fundamental nature of the emergency medical challenge faced by the Novi Fire Department. The study will pay special attention to the most critical emergencies such as heart attack and serious vehicular accidents.

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 company. We will also determine how much EMS calls contribute to the workload of fire engine companies since they also respond to most calls. It will document any dramatic variations by time of day and day of week as well as seasonal variations.

The consultant will geocode the data to determine the proportion of calls and the associated workload that arise within the City's borders with the rest outside of the City.

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.

Other

The communication system for the City of Novi will be reviewed as a part of the study, beginning with the original data information that will ultimately be used for analysis. Recommendations will be made for improvement of the dispatch system wherever deficiencies are discovered such as in radios, frequencies, data recording, etc.

Timeline

Similar projects of this magnitude that ICMA has managed were completed from between 90 to 120 days.

Reporting

A Team Leader has been identified in the proposal and will report project status to the identified City contacts at specific identified intervals using an acceptable and agreed upon reporting template. Beyond this however, communication will be maintained and coordinated through the Team Leader with these contacts and other identified relevant personnel on a regular basis.

Proposed Fees

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission. Two payments shall be invoiced to client: one at the beginning of the project period; the second after submission the last deliverable(s) is accepted by client. If some other arrangement is deemed more appropriate by the client, ICMA will work cooperatively for an agreement on the payment terms.

ICMA agrees to conduct the project as described above for the sum of \$58,000 (fifty eight thousand dollars) exclusive of travel costs associated with the project. Each installment shall be \$29,000.00 (twenty nine thousand dollars) and made out to the International City/County Management Association upon invoicing as according to the aforementioned payment schedule. ICMA estimates that travel charges will not exceed \$6,000. The total project costs including travel is \$64,000.00. ICMA agrees to work cooperatively with the client in order to reduce such costs to the greatest extent possible while still meeting the expectations of the City.

Contract Administrator

The individual who can make final decisions regarding the contract and has the authority to contract for ICMA is:

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

Primary Point of Contact

The primary point of contact regarding this contract and that has the authority to speak with all involved parties for ICMA is:

Akia Garnett
Senior Manager, Marketing and Operations
ICMA *Consulting Services*
International City/County Management Association (ICMA)
777 North Capitol Street, Suite 500
Washington, DC 20002

Summary – Conclusion

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

Appendix One Resumes of Project Team

Program Director, ICMA Director of Public Safety Programs

- **Leonard Matarese, MPA, Director of Public Safety Programs, ICMA Consulting Services**

- **Duties**

Mr. Matarese will serve as the team leader. He will contribute to development of a problem solving strategy which will contribute to the ultimate scheduling configuration recommended. He is the individual to contact concerning questions about this proposal.

- **Background**

Mr. Matarese is a specialist in public sector administration with particular expertise in public safety issues. He has 35 years experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 15 years. He has conducted numerous studies of emergency services agencies with particular attention to matching staffing issues with calls for service workload, and is intimately familiar with the constraints on manpower deployment resulting from a 10 hour workday. Recognized as an innovator by his law enforcement colleagues he served as the Chairman of the SE Quadrant, Florida, Blue Lightning Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association.

Senior Manager, Public Safety Programs

- **Thomas Wieczorek, , Senior Manager of Public Safety Programs, ICMA Consulting Services**

- **Duties**

Mr. Wieczorek will serve as the point of contact for all questions and communications regarding the Lacey project. He will also perform the duties of a subject matter expert regarding the analysis and use of fire and EMS operations. Mr. Wieczorek will provide recommendations for objectives, as well as methods for meeting objectives and for insuring their accuracy.

Background

Thomas Wieczorek is an expert in fire and emergency medical services operations. Mr. Wieczorek has served as a fire chief, director of public safety and city manager. He is the former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.) and oversaw the 7th Edition of the Self-Assessment Manual as well as writing the 5th Edition of the Standards of Response Coverage Manual.

Mr. Wieczorek has taught a number of programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), American Public Works Association, Michigan Rural Water Association, 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. He is active in a number of associations and is a speaker at numerous state and national events. He is the past-president of the Michigan Local Government Manager's Association (MLGMA); served as vice-chairman of the State of Michigan Department of Transportation Asset Management Council; served as the vice-chairperson of the Commission on Fire Officer Designation; served as president of the Ionia County Memorial Hospital Board of Directors; president of the Ionia-Montcalm Domestic Violence Program; and serves as a representative of ICMA on the NFPA 1710 career committee.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award. He has been honored with the Governor John B. Swainson Award for Historic Preservation from the State of Michigan Bureau of History (1997) 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.

Mr. Wieczorek has served as a peer assessor for CFAI and also a team leader. Under his leadership The City of Ionia Department of Public Safety became an accredited agency, one of the smallest in the country. He works closely with the ICMA Center for Performance Measurement (CPM) assisting in the development of fire service productivity metrics.

Senior Public Safety Consultant

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

Dr. Chelst will serve as chief researcher, responsible for supervision of all data collection and analysis.
 - **Background**

Dr. Chelst is an expert in the application of advanced mathematical models for all emergency resources planning, especially police. He lead a demonstration project for the City of Detroit Police Department which cut response times by 40% using continuous improvement and data driven decision making. Over the past two decades he has studied several dozen emergency services operations using data driven techniques to

determine the most efficient organizational structures to provide public safety services. He holds a Ph.D. degree in operations research from M.I.T. where his dissertation topic was Mathematical Models of Police Patrol Deployment. His research interests include operations research models applied to emergency services, structured decision making. He is a nationally recognized expert on the merger of police and fire services into a public safety department and on the relative performance of one versus two officer patrol units.

Senior Public Safety Consultant

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

Dr. Martin will perform computer programming to support data collection, statistical analyses, geographical information systems (GIS) analyses and presentation of alternative allocation plans.
 - **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.