



State Fire Marshal Shared Fire and Rescue Services Narrative Sheet

1. Project Description: Please describe, as clearly as possible, what you are trying to accomplish with these grant funds.

The cities of Burnsville, Eagan, Savage, and South Metro Fire (South St. Paul and West St. Paul) desire to have a third party consultant review our fire departments to identify strategies and determine the feasibility of implementing shared service governance models. The jurisdictions involved have identified shared services as a means to create long-term sustainability, improve response capacity and service delivery, and eliminate duplicative processes in the organizations. The consultant's goal would be to evaluate shared service models and determine the feasibility for the departments represented in the study.

The consultant would investigate the feasibility by looking at the numerous factors that would determine the likelihood of success of shared service models. Some of the factors include financial feasibility and sustainability, governance, geography, demographics, population density, operational capacity (fire, EMS, prevention, etc.), administrative functions (human resources, financial management, information technology, etc.), capital assets and political environment. Once the factors for each model are identified and evaluated they will be presented in a fashion that links the benefits, challenges and next steps for shared service models. Some of the benefits and challenges may be unique for each department since current operations amongst the departments is divergent today.

Another area of the study will be to document the current collaborative and shared service efforts that are already being accomplished or in process of being accomplished. Each of the four departments involved in the study are heavily involved in collaborative efforts and shared services to differing degrees. One of the departments, South Metro, is a product of a successful implementation of a shared service model as they currently operate as a joint powers agreement between the two cities of West St. Paul and South St. Paul. Given the size and scope of the organizations, external assistance in identifying those existing collaborative efforts within our individual organizations will help to provide context to policy makers and also likely become important in identifying means to strengthen existing relationships and build upon, or integrating those functions into new models. However, since the departments are already collaborating on administrative, operational and training functions we believe the study will be able to focus on the larger picture of determining the feasibility of implementing broader, more complex, and sweeping models of shared services such as Joint Powers Agreements, Fire Districts, and other governance models.

Another area of focus would be the implementation of the shared service models. Each of the models would have recommended implementation steps that are in line with the feasibility of each

model. The implementation steps would be practical and provide the best practices for implementing that particular shared service model. The implementation steps within the study will be important as there are many stakeholders interested in this collaborative effort and a realistic road map for each of the feasible options is needed to ensure successful implementation and sustainability.

Part of the consultant deliverables would be a draft set of best-practice guidelines and policies. These guidelines and policies will be provided to assist in a successful implementation of a shared service model and address the administrative, operational and the employment issues that would be encountered with the implementation of a shared service model of two combination fire departments and two full time fire departments with four collective bargaining units.

The deliverables will also include a final report and presentation that identifies the best practices in shared service. The intent of the final report would be that the study will be shared with the Cities' leadership, elected officials, and department staff and will be posted on the State Fire Marshal's website as desired.

We believe the study will help all four organizations implement long-term strategies that will ensure consistent and sustainable service to the communities while utilizing industry standards as benchmarks. The shared service models will help focus attention on firefighter safety and compliance with the National Fallen Firefighters Foundation Life Safety Initiatives. This process of a shared service study will be invaluable to our entire region by enhancing the regional relationships throughout the study process given the breadth and complexity of the scope.

In Minnesota, many departments are challenged with various aspects of a sustainable staffing model and our four departments are no exception. The combination or paid-per-call departments are having a difficult time recruiting and retaining volunteers while career departments are having difficulty maintaining an adequate staff due to fiscal constraints. The consultant will look at the departments' history of staffing and the demographics within the cities to help identify which staffing models may be feasible in the future. This study will help identify feasible options for a sustainable model(s) that may be a combination not currently used by any of the involved departments.

Lastly, our four departments are currently in a great position to explore the opportunities shared services may provide us. All of our cities' leaders and policy makers are interested and excited at the opportunity to evaluate and implement a shared service governance model. Our departments are on track to have fire administration turn over and significant upcoming capital investments that may be able to be better utilized in a shared service model. For example we may be able to modify the location of a station replacement or a new station if a shared service model was to be implemented. Administrative positions may also be modified to suit the needs of the shared service model instead of having redundant positions amongst the four departments. A shared service model would also provide for a more effective way to collaborate on the procurement of needed resources.

2. Cost Benefit: How will you and (potentially) other Minnesota fire departments benefit from your award?

The award of this grant will be able to provide guidance not only to the four departments that have committed to this grant but any combination of departments across this state. The four agencies that are applying for this shared service grant are vastly different, with vastly different challenges but we believe that there are shared service solutions that would solve many of our divergent problems. The organizations involved in this application are suburban departments with significant populations and each of the organizations currently operates differently. Burnsville is an all career fire department that also provides advanced life support (ALS) transportation emergency medical services (EMS) to over 61,000 people that reside within 27 square miles. Eagan is a combination department that provides fire service to the community with some first response to critical EMS calls to a population of over 65,000 residents that reside within 34.5 square miles. Savage is a primarily paid-per-call fire department with only two full-time employees that provides fire services to a community of over 28,000 people that reside within 18 square miles. South Metro Fire Department covers two separate communities, South Saint Paul and West Saint Paul. South Metro Fire operates under a joint powers agreement and is a career fire department that also provides basic life support (BLS) transportation EMS under a contractual agreement with the primary service area (PSA) private emergency ambulance ALS provider. South Metro covers over 40,000 people that reside in just over 11 square miles. Since each of the departments are different in their service and staffing models, this study would provide a unique perspective that could be applied to the various staffing and response models found in Minnesota.

The challenges and solutions that are identified in the study will be transferable and universal to many other departments across the state.

This study will help the four departments identify collaborative solutions to ensure the long-term sustainability of providing quality service to the communities. We will also be able to identify through the study the efficiencies that are gained and future cost avoidance (training, staff, etc.) by implementing a shared service delivery model(s). The future expenditures of each of the departments can also be made with the knowledge of any future shared service delivery model that could be implemented.

The outcomes of this study will be valuable to not only the four departments involved in the grant but many departments can benefit from the outcomes. Many of the outcomes will address universal challenges to many departments and the financially feasible solutions may also be universally applicable to many departments. The study will help identify long-term sustainable solutions for providing fire and EMS services to the communities. The fiscal constraints that each of the communities are facing will be identified and each shared service delivery model will help identify the most financially responsible and sustainable model. Adequate staffing will be addressed; since there are challenges with both paid-per-call and full-time staffing there will be an analysis that can help identify the best models for staffing. As the operations are evaluated, the response times will be evaluated and the effectiveness will be measured and compared to help

identify the feasible models for service amongst our communities. The location and number of facilities that are operated by the departments will be analyzed and the information will help ensure future capital investments are made with sound data and judgment. Each of the four departments have personnel responsible for executing the training for their department, but each of the four departments execute their training differently; this shared service study will provide an opportunity to analyze and standardize, while ensuring industry standards are being met for training all of the staff members. As with many organizations the staff within each of these four organizations wears many hats and the upkeep of the policy/guideline manual is one of those many tasks. This study will provide a draft set of policies/guidelines that may be used as a best practices manual to ensure policies remain updated and are legally defensible.

Much consideration has gone into the prospect of new models of service. From a financial standpoint, after speaking to numerous organizations and reviewing countless studies, we believe the greatest cost benefit will be over the long-term not in the short-term. The prevention of duplicative services, redundant capital costs for stations and apparatus, and the consolidation of staff will take years to develop and implement.

3. Statement of Effect: How will your accomplishments related to this grant be evaluated for effectiveness?

The ultimate evaluation for effectiveness will be the ability to successfully implement and sustain one or more of the shared service delivery models presented in the final study. The ability of the departments to improve their current methods of operation will be an effective evaluation measure. Every department has their own culture and a combined culture can breed new ideas and methods that can be more effective than the traditional way of operating. The acceptance by all of the stakeholders of the newly born culture from this shared service study will be an effective way to measure the study's effectiveness.

Assuming a model is adopted, effectiveness will also be measured by data analysis of key performance indexes measuring the individual departments against the newly created model. These standard measures, such as response times, turnout time, time to fire control, and a variety of others, which are identified by NFPA and a variety of other industry organizations. The benchmarking will not only be of the new model versus the old, but against other agencies locally, across the state, or nationally. This will provide an objective measure of the effectiveness.

Lastly, the ability of other departments across the region and state to use this study and information will be a great measure of the effectiveness of studying shared services with divergent service delivery models.

4. Additional Information you wish to provide on why your grant request should be funded:

We believe we are an excellent candidate for this grant for a number of reasons. The first reason is that amongst the four departments there are vastly different delivery systems, in

major Twin Cities suburban communities. The impact of successful implementation of a new model would literally change the scope of fire, rescue, and emergency medical response in the Southern suburbs. The four departments operate in two different counties with two different dispatch centers. Amongst the four departments a population of 195,718 residents are protected within a 90.6 square mile area.

The four departments have varying responsibilities as well. There is responsibility for ALS transport EMS, BLS transport EMS and Emergency Management in addition to the traditional fire department responsibilities amongst the four departments.

The four departments have track records of collaboration and have taken many steps towards shared service already. Some of those steps include:

- Shared dispatch center in Dakota County (Dakota Communications Center)
- Shared training facilities (ABLE/SCALE)
- Auto aid/mutual aid
- Dakota County Special Operations Team which comprises members from police, fire and EMS within the county to provide HAZMAT, structural collapse rescue, high angle rescue, trench rescue, confined space rescue and other specialty disciplines.
- Mutual training
- Standardization of command through Blue Card Command certification.
- Regional committees are established to work on collaboration for training, fire investigation and public education. A new committee is being formed to explore equipment and purchasing collaboration.
- Participation in Dakota Chiefs Association, Metro Chiefs Association, Minnesota State Fire Chiefs Association, International Fire Chiefs Association, Dakota County EMS Council, Metro Region EMS, Minnesota Ambulance Association, International Association of Arson Investigators, Minnesota Fire Marshals Association, and numerous other professional organizations.

The four departments have not only shown their commitment through their history, they have also recently met with eight other departments to discuss the opportunities of shared services and offer their involvement with this grant. While no other department showed interest in participating in this grant at this time, there are many departments that are interested in shared services on a smaller scale and there will be many tertiary beneficiaries to this shared service study other than the defined benefits in this application. Some of the challenges all fire departments are facing is the unfunded mandates that are required to be complied with regardless of your service delivery model. The shared service model may help the organizations stay compliant with the numerous and changing unfunded mandates that are compelled on a very important service to the community.

All four of the communities are experiencing a changing demographic. Some of the changing demographics include an increasing diversity, aging population, decreasing availability of paid-per-call firefighters, increasing rental housing and an increasing demand on the emergency services. All of these changing demographics are straining all four of the

departments in different ways but the four departments and their leaders believe there is a shared service model that may work for their agencies and provide solutions to many of the challenges they are facing.

There are also many changes in the emergency services that are affecting many departments, including the four represented in this grant application. One of the changes is the aging and changing infrastructure. Much of the infrastructure within the service areas are in need of maintenance and replacement. The changing building construction techniques and fuel loads in the structures we protect continue to provide a strain on the organizations and emphasizes the increasing importance for reasonable response times to provide a tenable environment for any victims and the firefighting staff. The service delivery of EMS is changing as well. With the implementation of the community paramedic legislation and the focus on alternative care models by the insurers there are opportunities to positively affect a community outside of the traditional emergency response realm. There are many changes and pressures affecting all four of our systems, each of the shared service models may provide an opportunity that the organizations are interested in pursuing.

The four agencies that are applying for this shared service grant met with eight other fire departments in our region prior to applying for this grant. While the other eight agencies did not show interest in participating in the shared service study at this time on a broad spectrum, they did share an interest in pieces of shared service and collaboration. This study may be the road map to future collaborative and shared service models to our region and the state as these departments will be watching this process closely.

The exercise of studying the shared service delivery models will help everyone understand the challenges and opportunities that each of the organizations has and brings to the table for collaboration. Each of the organizations will be better off for participating in the shared service study and there will be a road map for the future of the organizations to ensure the sustainable service to the communities.

We believe that the diversity of service delivery, the size of the communities involved, and the potential impact of shared services will bring a dynamic that will benefit not only the residents and guests of our communities, but also benefit the fire service in Minnesota as a whole. The depth of collaboration sought by this application, and the commitment to it, strikes to the heart of what we believe the State Fire Marshal's Shared Services Study Program was intended.

City	Population (2010 Census)	Square Mileage
Burnsville	61,434	27
Eagan	65,453	34.5
Savage	28,639	18.0
South Metro Fire		
South Saint Paul	20,436	6.1
West Saint Paul	19,756	5.0

MINNESOTA DEPARTMENT OF PUBLIC SAFETY



State Fire Marshal Shared Fire and Rescue Services Project Information Sheet

1. **CONTRACTING AGENCY** *(This is the lead agency named in the grant contract that will be responsible for the administration of the grant.)*

Legal

Name: City of Burnsville **Phone:** 952-895-4570
Address: 100 Civic Center Parkway **Fax:** 952-895-4512
City/ZIP: Burnsville, 55337 **E-mail:** bj.jungmann@ci.burnsville.mn.us

2. **AUTHORIZED OFFICIAL** *(This is the person whose name should appear in the grant contract and who will be responsible for ensuring that terms and conditions of the contract are met. This person does not have to have signature authority, but must be an employee of the fiscal agent cited in #1.)*

Name: BJ Jungmann **Phone:** 952-895-4570
Title: Fire Chief
Address: 100 Civic Center Parkway **Fax:** 952-895-4512
City/ZIP: Burnsville, 55337 **E-mail:** bj.jungmann@ci.burnsville.mn.us

3. **PROGRAM CONTACT PERSON** *(This is the person that DPS can contact for info on the program being funded)*

Name: BJ Jungmann **Phone:** 952-895-4570
Title: Fire Chief
Address: 100 Civic Center Parkway **Fax:** 952-895-4512
City/ZIP: Burnsville, 55337 **E-mail:** bj.jungmann@ci.burnsville.mn.us

4. **FISCAL CONTACT** *(This is the person that DPS can contact with financial questions.)*

Name: Julie Dorshak **Phone:** 952-895-4509
Title: Community Services Manager
Address: 100 Civic Center Parkway **Fax:** 952-895-4512
City/Zip: Burnsville, 55337 **E-mail:** julie.dorshak@ci.burnsville.mn.us

5. **CONTRACT MAILING CONTACT:** *(Which individual should receive the contract packet in the mail and be responsible for obtaining the correct signatures and completing necessary forms? NOTE: If it is one of the people listed above you do not need to repeat address and phone information)*

Name: BJ Jungmann **Phone:** 952-895-4570
Address: 100 Civic Center Parkway
City/ZIP: Burnsville, 55337 **E-mail:** bj.jungmann@ci.burnsville.mn.us

6. **PROJECT INFORMATION**

Project Name: Shared Fire and Rescue Services

List Fire Departments/Cities/Townships/Counties Included: Fire Departments – Burnsville, Eagan, Savage, South Metro. Cities Represented – Burnsville, Eagan, Savage, South St. Paul (South Metro Fire), West St. Paul (South Metro Fire). Counties that these cities/departments reside – Dakota and Scott.

MINNESOTA DEPARTMENT OF PUBLIC SAFETY



State Fire Marshal Shared Fire and Rescue Services Program Budget Request

Grantee: City of Burnsville

Budget Period: from July 1, 2014 through June 30, 2015

PLEASE ROUND TO WHOLE DOLLAR AMOUNTS IN THE TOTALS FOR EACH LINE ITEM

Contract Services <i>If professional or technical consultants or subcontractors are required, include the name of the consultant, services provided, hourly or daily fees, expenses, and estimated time on the program.</i>	
Line Item Detail	Grant Funds
Professional Services – Fitch and Associates - 18 staff days - \$275.00/hour	39,600.00
Customary Reimbursable Expenses – Fitch and Associates	3,960.00
TOTAL	43,560.00
Other Expenses (itemize) <i>Itemize other program costs that do not fit into budget line items above.</i>	
Line Item Detail	Grant Funds
- Grant Request – 39,204.00 - Matching from Grant Recipient - \$4,356.00	
TOTAL	
TOTAL GRANT FUNDS REQUESTED	
43,560.00	

August 11, 2014

Bruce Roed
Fire Service Specialist
State Fire Marshal Division
445 Minnesota Street, Suite #145
St. Paul, MN 55101

Dear Mr. Roed:

Please accept this letter as the City of Burnsville's official letter of support for the Burnsville Fire Department's participation in the State Fire Marshal's Shared Service Feasibility Study Grant Program.

The City of Burnsville looks forward to having a third party evaluate the feasibility of implementing a shared service model with our fire department. We are committed to evaluating these shared service options and determining the feasibility of their implementation with the other three agencies that have shown interest in the shared service models.

This letter of support was approved at our August 4th 2014 City Council Meeting.

Sincerely,



Elizabeth Kautz
Mayor



City of Eagan

Mike Maguire
Mayor

Paul Bakken
Cyndee Fields
Gary Hansen
Meg Tilley
Council Members

Dave Osberg
City Administrator

Municipal Center
3830 Pilot Knob Road
Eagan, MN 55122-1810
651.675.5000 phone
651.675.5012 fax
651.454.8535 TDD

Maintenance Facility
3501 Coachman Point
Eagan, MN 55122
651.675.5300 phone
651.675.5360 fax
651.454.8535 TDD

www.cityofeagan.com

The Lone Oak Tree
The symbol of
strength and growth
in our community.

August 5, 2014

Bruce Roed
Fire Service Specialist
State Fire Marshal Division
445 Minnesota Street, Suite #145
St. Paul, MN 55101-5145

Dear Mr. Roed:

Please accept this letter as the City of Eagan's official letter of support.

The City of Eagan is interested in participating in a Fire and Rescue Shared Services Feasibility Study Grant Program with a number of our neighboring jurisdictions.

The Eagan City Council approved this letter at our August 4, 2014 City Council meeting.

Sincerely,

Mike Maguire
Mayor



City Offices

6000 McColl Drive, Savage, MN 55378-1800 Telephone: 952-882-2660 Fax: 952-882-2656

August 26, 2014

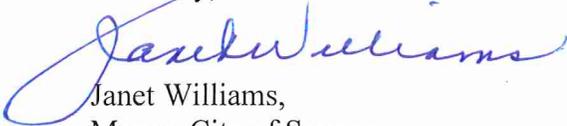
Bruce Roed
Fire Service Specialist
State Fire Marshal Division
445 Minnesota Street, Suite #145
St. Paul, MN 55101

Dear Mr. Roed:

Please accept this letter as the City of Savage's official letter of support for the Savage Fire Department's participation in the State Marshal's Shared Service Feasibility Study Grant Program. The City of Savage looks forward to having a third party evaluate the feasibility of implementing a shared service model with our fire department. We are committed to evaluating these shared service options and determining the feasibility of their implementation with the other agencies (Burnsville, Eagan, West St. Paul and South St. Paul) that have shown interest in the shared service models program. We are eager to identify those concepts that may enhance our current response, training and cost sharing capabilities.

This letter of support is on behalf of the City of Savage.

Sincerely,



Janet Williams,
Mayor, City of Savage



SOUTH METRO FIRE DEPARTMENT

1650 Humboldt Avenue • West St. Paul MN 55118

Phone: (651) 552-4176 • FAX: (651) 552-4195

www.southmetrofire.com

August 25, 2014

Bruce Roed
Fire Service Specialist
State Fire Marshal Division
445 Minnesota Street, Suite #145
St. Paul, MN 55101

Dear Mr. Roed:

On behalf of the South Metro Fire Department Board of Directors please accept this letter as official support for the South Metro Fire Department's participation in the State Fire Marshal's Shared Services Grant Program.

Several years ago the Cities of South St Paul and West St Paul began formal talks to discuss how shared services, relative to their municipal fire departments, could benefit each of our communities. The outcome of those discussions was to form the South Metro Fire Department through a Joint Powers Agreement between the two cities. This merger has been very successful. The South Metro Fire Department is committed to innovation and exploring new possibilities to ensure they provide the citizens with the highest-level of service in an efficient manner.

Therefore, the South Metro Fire Department is interested in retaining a third party to evaluate the feasibility of various shared services models. The Department is committed to evaluating these shared services options and determining the feasibility of their implementation in conjunction with the other three local agencies that have shown interest in exploring shared services at this time.

This letter of support was approved at the August 13, 2014 South Metro Fire Department Board of Directors Meeting.

Sincerely,

Chris Lehmann
President, Board of Directors
South Metro Fire Department



August 22, 2014

Via email: bj.jungmann@ci.burnsville.mn.us

Fire Chief B.J. Jungmann
City of Burnsville Fire Department
100 Civic Center Parkway
Burnsville, MN 55337

Dear Chief Jungmann:

Thank you for your inquiry and considering Fitch & Associates (*FITCH*) to work with the City of Burnsville and the Cities of Eagan, Savage, South and West St. Paul, and to chart the future course. We are pleased to be able to provide information to allow you to better understand our consulting approach and value.

Your goal is to objectively review the five (5) fire agencies identifying strategies for, and the feasibility of, implementing shared service governance of the fire agencies represented. The key deliverables for the project are to be a clearly written feasibility analysis summary report outlining our conclusions and actionable recommendations with supporting data and materials. In addition, a professional presentation will be developed and presented.

Fitch & Associates is the leading system review and system design consulting firm in North America. For over 30 years, we have worked with clients ranging from large urban fire systems to smaller volunteer and combination services. We have extensive experience with EMS and transport programs and current experience in the State of Minnesota. Our MedServ group provides operations management and patient account services to major healthcare systems and local governments.

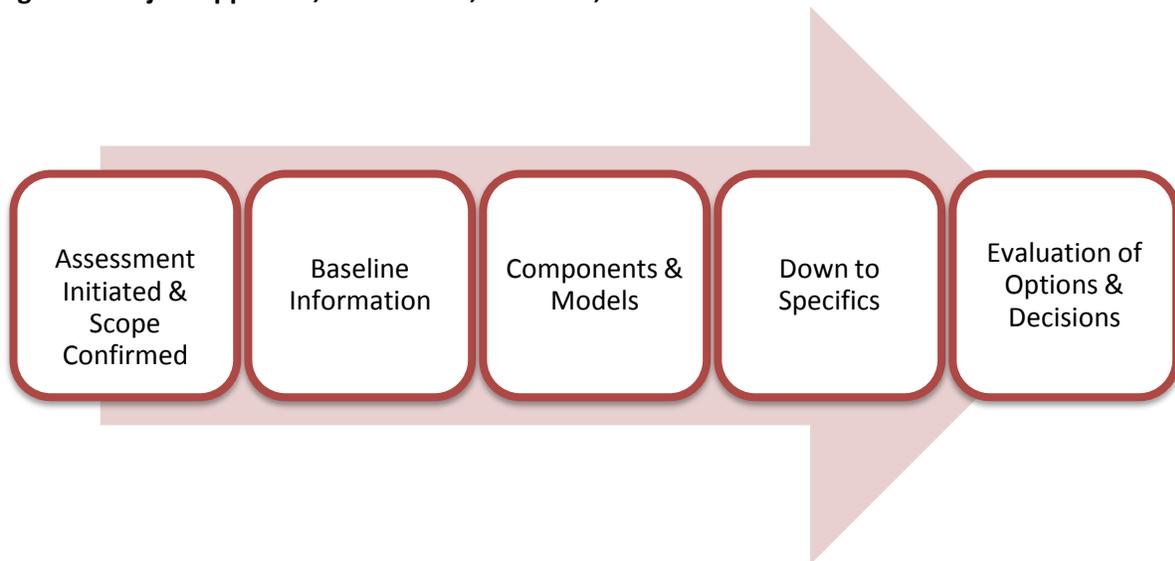
The approach we use blends your team's intimate knowledge of the area with our broad experience working with diverse Fire and EMS models. The firm has managed EMS system implementations and transitions for major cities including Richmond, VA and Charlotte, NC. In addition, we have conducted efficiency studies for many fire departments including Pinellas County Public Safety Services, FL and Contra Costa, CA. We have also developed fire master plans for both large and small communities and provided other special project implementation support for fire agencies. For example, we will begin a comprehensive strategic planning process with the Dallas Fire Department in September 2014.

We reviewed your supporting documentation and grant application and offer the following scope of work for your project:

- Meet with key leaders to frame the objectives of the review and desired outcomes.
- Review the representative fire agencies to understand the current operations, existing efficiencies and best practices.

- Onsite data collection and interactions with key stakeholders.
- Complete a detailed review of operational, deployment, and administrative policies.
- Identify strategies for long-term sustainability, improved response capacity, effectiveness, and efficiency.
- Complete a feasibility analysis for implementing a shared service governance model, including JPA and Fire Districting, with detailed financial analyses.
- Benchmarking of the service to similar systems and identifying “future state” opportunities.
- Develop an implementation strategy, including the identification of potential issues and high-level strategies to mitigate those issues.
- Provide recommendations for best practice on the substantive guidelines and policies for the recommended model.
- Prepare a summary report outlining current state, key improvement recommendations, and governance model. And conduct an executive briefing on site.
- Prepare a presentation that can be utilized by the representative agencies.

Figure 1. Project Approach, Timeframes, Activities, and Deliverables



TIMEFRAME	ACTIVITIES	DELIVERABLES
October	Teleconference Kickoff Data Request Tool Provided	Scope Confirmation
October - November	Information Data Request (IDR) Completed by Client Agencies	IDR Complete Site Visit Schedule
November - January	On Site Work Interviews Confirm IDR & Data	Initial Findings Briefing
January - March	Assimilation of all information into Summary Report	Report Complete
March	Briefing on Site	Agency's Action

A kick-off meeting to finalize the work plan and timeline are paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work teams. At the kick-off meeting an overview to the approach of the project will be provided to stakeholders. Any final logistical and scheduling issues will be resolved during this phase.

Baseline information is collected from a variety of sources and is a central element of this phase of the project. Baseline information typically includes the following:

- Precious studies and planning documents;
- Annual reports and records;
- Available response and deployment planning data;
- Budgets and expenditure reports;
- Billing process and documentation;
- Relevant performance documentation, much of which will be identified and collected during the data request stage; and
- Additional documentation and other performance measures based on our experience conducting similar reviews.

Comparing performance to internal and external benchmarks provides a useful framework for objectively evaluating the service. Fitch & Associates compares EMS components along 50 unique benchmarks in eight broad categories aligned with the Institute for Healthcare Improvement's Triple Aim goal to enhance the experience of care, understand costs and improve outcomes. This *FITCH* analysis includes: Clinical Care; Operational Performance & Metrics; Fiscal Policies and Processes; Regulatory Environment; Community Engagement and Population Health Initiatives, and finally; Organizational Structure and Effectiveness.

Fitch & Associates compares fire department performance to internal and external benchmarks as well. These benchmarks and measures are developed from best practices and follow the Commission on Fire Accreditation International's 10 Categories for continuous improvement and the Standard of Response Coverage, 5th edition. In addition, the appropriate national consensus standard for either career or volunteer departments (NFPA 1710 or NFPA 1720) will be evaluated. Both Fire and EMS components will be accomplished through further interviews with key stakeholders, analysis of relevant data sets and by direct observation of the service lines.

Development of Future Options is an iterative process based upon the review of the current situation, organizational capabilities and the service mandate. There is no cookie cutter approach. Options are developed based on the quantitative and qualitative research completed by the consultants. Findings and recommendations are summarized in a slide deck style report supported by additional data tables and materials.

Evaluation of Options and Decisions is the stage where the representative agencies are briefed either via webinar or at your option an in person briefing. This provides a framework to discuss the findings, recommendations, implementation strategies and timeframes.

One of the Firm's three founding partners is involved in every project. I will serve as the partner on this project. The other key staff member supporting your project will be Steven Knight, PhD. Dianne Wright, MPA, will complete any additional financial analysis required. I have provided a brief synopsis of our backgrounds; more information on the staff and the Firm is available on our website at www.fitchassoc.com.

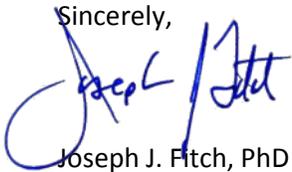
Our clients, in their own words, best describe our commitment to your success. Several brief video clips are available at www.fitchassoc.com/why-choose-fitch. Additional client references are available upon request.

The project, as described, will involve 18 staff days. The Firm's professional service fee is \$275 per hour. The total professional service fees will be \$39,600, plus customary out-of-pocket expenses billed with no mark up, but not to exceed 10% of the professional service fee. The completion time is four to six months.

Attached please find our corporate brochure and a brief summary about the firm. I hope this information is helpful to you in considering Fitch & Associates for your important project. Additional information, including copies of public reports, articles, and research we routinely conduct for the *Journal of Emergency Medical Services* is available on our website at www.fitchassoc.com.

Please contact me if we can answer any questions or offer additional information about scheduling next steps. Thank you again for allowing us to present this proposal for your consideration.

Sincerely,



Joseph J. Fitch, PhD
Founding Partner

Attachments
Corporate Brochure

Proposed Project Staff

Three key team members will be working on the project. They include:

Joseph (Jay) Fitch, PhD – Partner

Dr. Fitch will be the project partner for the project. He will provide executive leadership for the project and actively participate in recommendation and future state development.

His expertise is built on over 30 year's real world experience. He was among the early groups of paramedics trained and previously served as the EMS Director for the City of St. Louis and in Kansas City as it implemented the Public Utility Model. Known for a low-key, hands-on consulting approach, he is frequently involved in complex system design, organizational, and operational issues. Jay has extensive experience with multiple service delivery models. He holds a doctoral degree in Psychology and has written extensively in the field.

Steven Knight, PhD – Senior Associate

Steve served nearly 17 years as the Assistant Fire Chief for the City of St. Petersburg, Florida. He has been a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence. He has also served as a team leader and assessor for the Commission on Fire Accreditation International and has held multiple faculty appointments in Fire Science and EMS. Steve previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dianne G. Wright, MPA – Governmental Financial Coordinator

Ms. Wright is the former Assistant Director of Fire-Rescue Services in Miami-Dade County, Florida. In that capacity for 10 years, she was the senior staff executive and Chief Financial Officer for one of the nation's largest and progressive fire-rescue departments. Ms. Wright enjoyed a 17-year career with Metro-Dade County. Her previous assignments were as the Division Chief for Finance/Public Services in the Public Works Department and as a Budget Analyst for the Office of Management and Budget.

Since 1998, Ms. Wright has been affiliated with *FITCH* for both fire and EMS projects. She also independently served as a consulting staff member to the Governor's Financial Oversight Board for the City of Miami and consults in the area of business processes and performance improvement.

Relevant Project References

We are pleased to provide references for any of the more than 1,000 projects the firm has conducted. For your convenience, the following are several entities that would be pleased to speak with you about their experiences with the firm. Additional references are available on our website.

Pinellas County, Florida

In late 2012, Pinellas County turned to Fitch after multiple previous consultancies left the county without implementable solutions for its 18 fire service agencies and primary ambulance contractor. Fitch was retained to evaluate previous deployment models suggested by other consultants, the impact of those models on both EMS response and fire suppression capabilities and to identify an optimal plan.

Pinellas is a highly effective system that has sophisticated fire first response and a countywide ambulance transport service. The challenge was the system was not fiscally sustainable. Fitch used sophisticated deployment modeling to find \$6.9 million in efficiencies while modernizing the approach on response to low acuity calls. This new model responds in a superior way to the population by using the right resource for the right service request. The County Board of Commissioners approved the report and staff is in the process of implementing the recommendations. Comments about the project by the Chair of the County Board of Commissioners can be viewed at www.fitchassoc.com/services/city-county-consulting.

The contact for this project is Bruce Moeller, PhD, Executive Director of Public Safety Services, Pinellas County. He can be reached at 727-464-3835 or bmoeller@co.pinellas.fl.us.

Dallas Fire Department

FITCH was retained by the City of Dallas to assist in its resolution of complex litigation. Subsequently, the Department retained the firm to develop a documentation-training program for its 1,000+ workforce. The firm provided a high level summary of future trends for response systems and evolution of paramedicine to assist the department's leadership in formulating future strategies.

The contact for this project is Assistant Chief Norman Seals, Dallas, Texas Fire Department. He can be reached at 214-670-4925 or Norman.seals@dallascityhall.com.

Lacey Fire Protection District Three, Lacey, Washington

FITCH conducted a comprehensive business process and deployment review for the fire district. The Lacey Fire Department serves the City of Lacey as well as the Thurston County Fire Protection District. This engagement involved reviewing service delivery components related to the people, processes, and technologies. The project objectively evaluated a stand-alone fire district separate of the City of Lacey. The final report included a series of recommendations and planning initiatives facilitating the agency's long-term success.

The contact for this project is: Skip House, LFP. He can be reached at 360.507.2595 or shouser@mindspring.com.

Hanover Park Fire Department, Hanover Park, Illinois

FITCH conducted a comprehensive business process and deployment review for the fire department. This engagement involved reviewing service delivery components related to the people, processes, and technologies for non-emergency ambulance transportation. The project objectively evaluated the feasibility of the fire department transporting non-emergency patients as well as the current 911-emergency patients. The final report included a series of recommendations that has facilitated the agency initiating Critical Care Transport service.

The contact for this project is: Craig Haigh, Chief. He can be reached at 630.736.6800 or chaigh@hpil.org.