

Thursday, January 2, 2007

Honorable Mayor and Members of
the Hermosa Beach City Council

Regular meeting of
January 9, 2007

**PROPOSAL TO CONDUCT A STAFFING AND DEPLOYMENT
STUDY FOR THE FIRE DEPARTMENT**

RECOMMENDATION

Staff recommends that Council:

1. Accept the proposal of Matrix Consulting Group to conduct a staffing and deployment study for the fire department and execute the Professional Services Agreement.
2. Authorize the transfer of \$27,000 from the Prospective Expenditures Account to the Fire Department Contract Services Account (001-2201-4201).

BACKGROUND

The City and Fire Department are seeking outside professional counsel regarding a range of issues, including the following:

- Are current staffing levels and the deployment of personnel "safe"?
- Should the City continue to staff the second engine with one firefighter or should staffing on the first due engine be raised to four personnel?
- Could the Department's reserve force be more effectively utilized than they are today? In what way(s)?
- Does the workload of 2,000+ calls for service annually make the Fire Department "busy" by comparison to other similarly sized South Bay and Southern California departments?
- Is the Department effectively delivering on its commitments to training and safety? Are there opportunities to improve in this area?

The City Manager and Fire Chief interviewed two consulting groups with expertise in fire service evaluation. Citygate Associates delivered a proposed cost of \$49,918 for this project while the Matrix Consulting Group proposed

\$27,000 for the same. The Matrix Consulting Group detailed the project plan with six tasks:

- 1) Conduct initial interviews with key stakeholders.
- 2) Develop a descriptive profile of staffing, training and safety and operations in the fire department.
- 3) Conduct a comparative survey of communities in the South Bay and elsewhere in Southern California.
- 4) Develop an analysis of staffing and deployment of personnel for the fire department.
- 5) Analyze the delivery of training and other safety programs in the fire department.
- 6) Develop a final report for the City of Hermosa Beach.

Matrix Consulting Group expects the study to take approximately 8 – 12 weeks to complete.

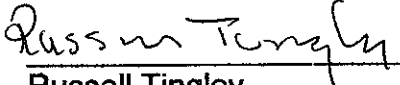
Staff recommends that Council Accept the proposal of Matrix Consulting Group to conduct a staffing and deployment study for the fire department.

FISCAL IMPACT


The cost for the Matrix Consulting Group to deliver the project is \$27,000.

Respectfully submitted,

Concur:



Russell Tingley
Fire Chief



Stephen Burrell
City Manager

Noted for Fiscal Impact:



Viki Copeland
Finance Director

**Proposal to Conduct a Staffing and Deployment
Study for the Fire Department**

**CITY OF HERMOSA BEACH,
CALIFORNIA**

matrix 
consulting group

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November, 2006

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matrix

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November 27, 2006

Chief Russell Tingley
Hermosa Beach Fire Department
540 Pier Avenue
Hermosa Beach, CA 90254

Dear Chief Tingley:

The Matrix Consulting Group is pleased to provide our Proposal to Conduct a Staffing and Deployment Study for the Department. The Matrix Consulting Group is a firm comprised of highly experienced management consultants specializing in the analysis of public safety service delivery. The breadth of our experience will allow us to efficiently identify and comprehensively evaluate the issues facing the Fire Department and the City.

A review of our proposal will show that the Matrix Consulting Group has extensive experience evaluating fire and EMS issues throughout California and the United States. We have provided you with references who will attest that we have consistently provided high quality consulting work, on time and within budget. In just the past 18 months, for example, we have worked with the following agencies on fire service studies (with California agencies bolded):

Barnstable, Massachusetts
Amesbury, Massachusetts
Bellingham, Washington
Brattleboro, Vermont
Clayton, Ohio
Corte Madera, California
Dinuba, California
Highland, California
Indio, California
Keene, New Hampshire
Lima, Ohio

Middletown, Ohio
Meriden, Connecticut
Milwaukee, Wisconsin
Monrovia, California
Mountain View, California
Napa, California
Needham, Massachusetts
North Kingstown, Rhode Island
Norwalk, Connecticut
Palm Coast, Florida
Peoria, Illinois

Reno, Nevada
Placer County (LAFCO)
Plymouth, California
Plymouth, Massachusetts
Portland, Oregon
Santa Clara County (LAFCO)
Seminole, Florida
Sunnyvale, California
Tipp City, Ohio
Wilton FPD, California
York, Pennsylvania

Our philosophy for conducting studies such as this one focuses on detailed input and analysis. Our staff are all professional public safety analysts, one of whom is a former fire chief, who believe that the use of data in evaluating the need for change is crucial for successful implementation. Our approach to conducting this study would be characterized by the following points:

- **At least one principal of the firm is directly involved in each facet of the project.** This includes field interviews and data collection. Our project team will include one of our three company officers, Travis Miller, a Vice President, as well as Chris Carlson, a Senior Manager and former Fire Chief, and Bill Gay, a Senior Manager with over 30 years of public safety analytical experience.
- **We staff our projects with functional specialists, not generalists.** Each of our team members have worked on scores to over one hundred fire studies.
- **We believe in high levels of staff input.** All management and administrative staff would be interviewed. We also conduct group interviews at stations.
- **We work closely with our clients through interim reports and meetings at key junctures of the study process.** In this project, we anticipate several meetings with the Fire Chief and / or City Manager as well as a final review meeting.
- **We provide detailed analysis for each recommendation.** Our reports are not based on opinions or generalities.
- **We provide implementation guidance to our clients** in terms of who should be responsible for implementing each recommendation, suggested timing, the measures to monitor the effectiveness of change and the costs and/or benefits.

These approaches have led to very high rates of implementation for our recommendations.

We look forward to hearing from the City as it conducts its selection process. If there is anything further we can provide, please contact me at 972.871.7950 or via email at tmiller@matrixcg.net.

Matrix Consulting Group

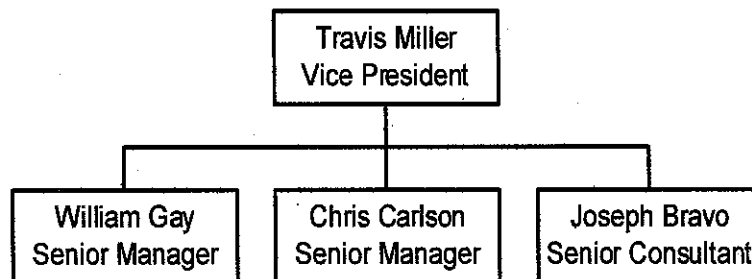
Travis R. Miller
Vice President

1. PROPOSED PROJECT TEAM

Matrix Consulting Group is a national management consulting firm that works solely with municipalities and counties. Moreover, analysis of fire and emergency medical services issues is a principal focus of our firm.

We propose using four staff members including one of our corporate officers – Travis Miller, Vice President and leader of our fire / rescue practice; Chris Carlson, a former Fire Chief and now a Fire Specialist with the Matrix Consulting Group; William Gay, a Senior Manager with more than 30 years of experience; and Joe Bravo, a Manager who developed our fire station location model. The four members of the team have worked together on many projects similar to that requested by the City. All principals and staff will be available to work on this project if we are selected for this assignment.

The primary project team is comprised solely of Matrix Consulting Group staff members. The organizational structure of the primary project team is shown in the organization chart, below:



The paragraphs, which follow, provides summary of the principal project roles for each person on the project team:

- **TRAVIS MILLER** is a Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for more than 11 years. This experience includes: work as a budget and economic analyst for the State of New York (governor's budget office and the Metropolitan Transportation Authority); as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant to local government specializing in the analysis of public safety services. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety. Selected recent project have included –Indio (CA), Monrovia (CA), Santa Clara County (CA), Scottsdale (AZ), Meriden (CT), Norwalk (CT), Pinellas Suncoast (FL), Seminole (FL), Walton County (FL), Lee County (FL), Tallahassee (FL), Pompano Beach (FL), Palm Coast (FL), Martin County (FL), Broward County (FL), Fort Lauderdale (FL), Washington County

(FL), Americus (GA), Augusta-Richmond County (GA), Chatham County (GA), Amesbury (MA), Lawrence (MA), Needham (MA), Plymouth (MA), Farmington Hills (MI), Alpena (MI), Clayton (OH), Fairborn (OH), Lima (OH), Middletown (OH), Tipp City (OH), North Kingstown (RI), Southlake (TX), Bellingham (WA), Milwaukee (WI). He is currently developing master plans for Sacramento and Red Bluff, California. Mr. Miller graduated from the University of Rochester (NY) with both a BA and MS in Public Policy Analysis. **Mr. Miller would be the project manager, lead analyst and have overall responsibility, including project design and quality control.**

- **CHRIS CARLSON** is a Senior Manager with the Matrix Consulting Group and has extensive experience both as a Fire Chief and as an analyst of emergency medical services systems and the fire service. Recently, his consulting experience has included Keene (NH), Indio (CA), Bellingham (WA), Plymouth (MA), North Kingstown (RI), Milwaukee (WI), Portland (OR), Seminole (FL), Sunnyvale (CA), and Napa (CA). Independently, he has served a wide variety of public and private sector clients in fire protection and emergency medical services projects – including AMR, Pinellas County (Florida), United and US Airways. In addition to his operational experience, Mr. Carlson has an MBA from Redlands. He has been an instructor on a wide variety of fire service and emergency medical services issues, including managed care. Previously, Mr. Carlson was the fire chief in La Mesa and Turlock, California. Mr. Carlson also is a graduate of the National Fire Academy in Maryland; he also teaches extensively on a wide variety of topics relating to management in the fire service. **Mr. Carlson will be the lead analyst for fire operations for this assignment.**
- **WILLIAM GAY** is a Senior Manager with the Matrix Consulting Group, with over 30 years of experience with Matrix CG and previous firms with which he worked. Mr. Gay has wide-ranging experience in social science research, total quality management programming, management consulting, survey methodology, program planning, evaluation and training. His consulting accomplishments range from the development of action and research proposals to the direction of management studies. Major research projects include a socio-economic analysis of sub-state regions; development of comparative fire/emergency medical service and police benchmark system, a fire station location model and police deployment plans. Mr. Gay also has broad experience in the area of program evaluation. His evaluation work has focused on the problems of program implementation, planned change and the feasibility of transferring innovations among public agencies. His local government management consulting experiences include studies of police, fire and EMS operations and pay and classification systems. Selected recent project have included – Pinellas Suncoast (FL), Pompano Beach (FL), Martin County (FL), Broward County (FL), Fort Lauderdale (FL), Amesbury (MA), Needham (MA), Plymouth (MA), North Kingstown (RI), Milwaukee (WI). Mr. Gay has a Bachelor degree from Albright College and a Master's degree from Ohio University. **Mr. Gay would be an analyst for this assignment.**

- **JOE BRAVO** has several years of experience conducting fire and EMS service delivery assignments. His experience has included fire station location studies, fire master plans, management and staffing studies of fire and EMS operations as well as emergency communications and law enforcement studies. These have included studies for: Clayton (OH), Des Peres (MO), Indio (CA), Keene (NH), Meriden (CT), Middletown (OH), Milwaukee (WI), Napa (CA), Amesbury (MA), Needham (MA), North Kingstown (RI), Norwalk (CT), Peoria (IL), Pinellas County (FL), Plymouth (MA), Portland (OR), Reno (NV), Seminole (FL), Southlake (TX), Sunnyvale (CA), Wilton (CA), and York (PA). Mr. Bravo is also responsible for the development of our expanded GIS modeling capabilities and leads that practice within the firm. Mr. Bravo obtained both his BA (Political Science) and MS (Public Policy Analysis) from the University of California, Los Angeles (UCLA). ***Mr. Bravo would assist the project team in interviews and data collection, as well as focus on the GIS analysis.***

More detailed resumes for our proposed project team are provided following this page.

TRAVIS MILLER
Vice President, Matrix Consulting Group

BACKGROUND

Travis Miller is a Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for 11 years. This experience includes: work as a budget and economic analyst for the State of New York (governor's budget office and the Metropolitan Transportation Authority); as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant specializing in the analysis of public safety services. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety issues.

EXPERIENCE RELEVANT TO THE PROJECT

- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Amesbury, Massachusetts
 - Anne Arundel County, Maryland
 - Clayton, Ohio
 - Indio, California
 - Keene, New Hampshire
 - Middletown, Ohio
 - North Kingstown, Rhode Island
 - Plymouth, Massachusetts
 - Putnam County, Florida
 - Tipp City, Ohio
 - Walton County, Florida
 - Washington County, Florida

- Management audits, each of which have included evaluation of fire station locations; assessment of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. For example:
 - Alachua County, Florida
 - Albany, New York

- Barnstable, Massachusetts
 - Bellingham, Washington
 - Chatham County, Georgia
 - Dennis, Massachusetts
 - Fairborn, Ohio
 - Farmington Hills, Michigan
 - Hall County, Georgia
 - Hilton Head Island, South Carolina
 - Lima, Ohio
 - Martin County, Florida
 - Meriden, Connecticut
 - Norwalk, Connecticut
 - Peoria, Illinois
 - Pompano Beach, Florida
 - Tallahassee, Florida
 - Venice, Florida
 - Wayland, Massachusetts
- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. All projects included an analysis of fire station locations:
 - Chesterfield, Virginia
 - Fauquier, Virginia
 - Lee County, Florida
 - City of Thompson and McDuffie County, Georgia
 - Scottsdale, Arizona
 - West Metro (Des Moines Suburbs) Iowa
- Station location studies/plans for:
 - Broward County, Florida
 - Fort Lauderdale, Florida
 - Milwaukee, Wisconsin
 - Needham, Massachusetts
 - Palm Coast, Florida
 - Pueblo, Colorado
 - Seminole, Florida
- Scheduling and FLSA study for Danville, Virginia.

EDUCATION

Mr. Miller received his BA and MS from the University of Rochester (Public Policy).

CHRIS R. CARLSON
Senior Manager, Matrix Consulting Group

BACKGROUND

Mr. Carlson's experience spans two professions encompassing over 30 years – a fire service professional and a professional consultant. As a fire professional he rose through the ranks to become chief in two organizations, Turlock and La Mesa fire departments in California. As a consultant over the past ten years Mr. Carlson has worked with over 50 departments on a wide variety of issues ranging from staffing and deployment, resource planning, fire service strategic planning, NFPA 1710 evaluations, and fire service management. He also has a national reputation evaluating emergency medical response and finance issues.

EXPERIENCE RELEVANT TO THIS PROJECT

- Experience preparing Strategic Plans for Municipal Fire Rescue Departments:
 - City of Scottsdale (AZ)
 - City of Vista (CA)
 - Saratoga Fire Protection District (CA)
 - City of Morgan Hill (CA)
 - City of Poway (CA)
 - Fulton County (GA)
 - La Mesa (CA)

- Experience in detailed studies to determine appropriate staffing levels:
 - City of Scottsdale (AZ)
 - Polk County, (FL)
 - City of Dennis (MA)
 - Fulton County (GA)
 - Garden Grove, Westminster, Buena Park and Orange County (CA)
 - Cities of Largo, Clearwater and St. Petersburg (FL)
 - Cities of El Cajon, La Mesa and San Miguel Fire District
 - City of Campbell (CA)
 - City of Arlington (TX)

- Demonstrated knowledge of “Standards of Coverage”
 - City of Poway (CA)
 - City of Vista (CA)
 - City of Morgan Hill (CA)
 - City of La Mesa (CA)
 - Fulton County (GA)
 - Cities of Garden Grove, Buena Park and Westminster (CA)

- Experience in evaluating, planning and implementing regional public safety issues and services. Has served as Director of Governmental Relations for municipal agency and Fire District – as such represented multiple interests. Managed several inter-governmental consolidations and/or joint powers agreements:
 - North County Joint Communications Agency (San Diego County), CA
 - Heartland Fire Authority (San Diego County), CA
 - Fire Rescue Department Consolidation – Cities of La Mesa & Lemon Grove, CA
 - Regional Hazardous Material Mitigation Team – San Diego County, CA
 - Service Delivery Study – Santa Clara County, CA

- Demonstrated Knowledge in locating Fire Stations:
 - City of Morgan Hill (CA)
 - Saratoga Fire Protection District (CA)
 - City of Vista (CA)
 - City of Poway (CA)
 - Fulton County (GA)
 - Garden Grove, Westminster, Buena Park, Orange County (CA) 1998
 - Cities of Largo, Clearwater and St. Petersburg (FL)
 - Cities of El Cajon, La Mesa and San Miguel Fire District
 - City of Campbell (CA)
 - City of Arlington (TX)
 - City and County of Sheridan (WY)

- Experience in the creation of detailed project plans:
 - Rancho Santa Fe Fire Protection District (CA)
 - Fairbanks Ranch Station
 - Rancho Cielo Station
 - Village Park Station
 - Ralphs Ranch Station
 - City of Turlock (CA)
 - Fire Station #3
 - City of La Mesa (CA)
 - Fire Station #12

- Knowledge of Mapping systems and station locators, with MapInfo, ArcInfo, SLP/PTI and FLAME.

EDUCATION

MBA, University of Redlands

WILLIAM G. GAY

Senior Manager, Matrix Consulting Group

BACKGROUND

William Gay is a Senior Manager with the Matrix Consulting Group, with over 30 years of experience with this and previous firms with which he worked. Mr. Gay has wide-ranging experience in basic social science research, total quality management programming, management consulting, survey methodology, program planning, evaluation and training. His consulting accomplishments range from the development of action and research proposals to the direction of management studies. Major research projects include a socio-economic analysis of sub-state regions; development of comparative fire/emergency medical service and police benchmark system, a fire station location model and police deployment plans. His evaluation work has focused on the problems of program implementation, planned change and the feasibility of transferring innovations among public agencies.

EXPERIENCE RELEVANT TO THIS PROJECT

His local government management consulting experiences include studies of police, fire and EMS operations and pay and classification systems. Fire, rescue and EMS clients include projects with:

- Albany, New York
- Alexandria, Virginia
- Baltimore, Maryland
- Bayonne, New Jersey
- Bloomfield, New Jersey
- Broward County, Florida
- Buffalo, New York
- Camden, New Jersey
- Cheshire, Connecticut
- Chesterfield County, Virginia
- Coachella Valley, California
- Columbia, South Carolina
- Davie, Florida
- Dayton, Ohio
- East Windsor, New Jersey
- Fauquier County, Virginia
- Fort Lauderdale, Florida
- Franklin Township, New Jersey
- Glen Ridge, New Jersey
- Hilton Head Island, South Carolina
- Hopewell Township, New Jersey
- Jackson, Mississippi
- Lansing, Michigan

- Los Angeles, California
- Lynchburg, Virginia
- Martin County, Florida
- Memphis, Tennessee
- Middletown, Pennsylvania
- Missouri City, TX
- Nashville, Tennessee
- Norfolk, Virginia
- North Kingstown, Rhode Island
- Queen Anne County, Maryland
- Philadelphia, Pennsylvania
- Plymouth, Massachusetts
- Portsmouth, New Hampshire
- Rosenberg, Texas
- San Jose, California
- Sarasota County, Florida
- Scottsdale, Arizona
- Statesville, North Carolina
- Stockton, California
- St. Joseph, Missouri
- Westerville, Ohio
- West Windsor, New Jersey

EDUCATION

Mr. Gay has a Bachelor's degree from Albright College and a Master's degree from Ohio University.

JOSEPH J. BRAVO
Manager, Matrix Consulting Group

BACKGROUND

Joe Bravo is a Manager with the Matrix Consulting Group. He is our GIS analyst for fire studies projects and serves this area from our office in Texas. Since joining our firm, he has specialized in the analysis of fire and EMS functions with a focus on GIS solutions.

EXPERIENCE RELEVANT TO THIS PROJECT

Completed Numerous Management, Operational and Station Location Studies of Fire / Rescue Departments for the locations listed below. In each case, Mr. Bravo completed operational profiles, developed and analyzed workloads, and evaluated performance of organizations based on industry benchmarks, including guidelines issued by NFPA. Additionally, Mr. Bravo has assisted numerous site optimization studies for the placement of fire stations. These studies have resulted in the identification of the need for additional stations, as well as the optimum placement of these structures. Clients served include:

- Amesbury, MA
- Clayton, OH
- Indio, CA
- Meriden, CT
- Milwaukee, WI
- Norwalk, CT
- Peoria, IL
- Plymouth, MA
- Reno, NV
- Southlake, TX
- Wilton, CA
- Des Peres, MO
- Hanford, CA
- Keene, NH
- Middletown, OH
- Napa, CA
- North Kingstown, RI
- Pinellas County, FL
- Portland, OR
- Seminole, FL
- Sunnyvale, CA
- York, PA

EDUCATION

University of California, Los Angeles (UCLA): BA / Political Science; MS / Public Policy

2. PRIOR FIRE SERVICE EXPERIENCE

The Matrix Consulting Group is a full-service local government management consulting firm comprised of highly experienced management consultants specializing in the analysis of fire / rescue service delivery systems.

A review of our proposal will show that the Matrix Consulting Group has extensive experience evaluating fire / rescue and emergency medical services issues. We have included client references later in this section who will attest that we have consistently provided them with high quality consulting work, on time and within budget. Our team's fire / rescue experience includes hundreds of projects throughout the United States.

The table, below, provides a list of municipalities and counties where we have conducted fire and EMS studies during the past 10 years. Many of these engagements addressed issues similar to that currently faced by Hermosa Beach. California clients are **bolded**:

• Alachua County, Florida	• Moreno Valley, California
• Albany, New York	• Napa County, California
• Alexandria, Louisiana	• Needham, Massachusetts
• Americus, Georgia	• North Miami Beach, Florida
• Anne Arundel County, Maryland	• Norwalk, Connecticut
• Barnstable, Massachusetts	• Oceanside, California
• Bellevue, Washington	• Orange County, California
• Bellingham Washington	• Palm Coast, Florida
• Bremerton, Washington	• Monterey, California
• Brisbane, California	• Paradise, California
• Broward County, Florida	• Pasadena, California
• Burlington, Massachusetts	• Pebble Beach, California
• Capitola, California	• Peoria, Illinois
• Charlotte County, Florida	• Phoenix, Arizona
• Chesterfield County, Virginia	• Plymouth, California
• Claremont, California	• Plymouth, Massachusetts
• Clayton, Ohio	• Pompano Beach, Florida
• Corte Madera, California	• Putnam County, Florida
• Cupertino, California	• Redmond, California
• Danville, Virginia	• Reno, Nevada
• Dennis, Massachusetts	• San Clemente, California
• Dinuba, California	• San Fernando, California
• Dixon, California	• San Rafael, California
• Dublin-San Ramon	• Santa Clara County, California
• Escondido, California	• Sarasota County, Florida
• Fairborn, Ohio	• Scottsdale, Arizona
• Greenville, North Carolina	• Seminole, Florida
• Highland, California	• Snohomish County, Washington

CITY OF HERMOSA BEACH, CALIFORNIA
Proposal to Conduct a Staffing and Deployment Study for the Fire Department

• Hilton Head, South Carolina	• Sonoma County, California
• Indio, California	• Southlake, Texas
• Keene, New Hampshire	• South Pasadena, California
• Lansing, Michigan	• Stanislaus County, California
• Lima, Ohio	• Sun Prairie, Wisconsin
• Long Beach, California	• Sunnyvale, California
• Mariposa County, California	• Tiburon, California
• McDuffie County, Georgia	• Tipp City, Ohio
• Meriden, Connecticut	• Tulare County, California
• Middletown, Ohio	• Tustin, California
• Milwaukee, Wisconsin	• Visalia, California
• Monroe, Washington	• Washington County, Florida
• Monterey County, California	• Wilton FPD, California
• Mountain View, California	• York, Pennsylvania

The following list of fire / EMS projects was all completed by the Matrix Consulting Group within the past two years. Each of these projects involved the analysis of fire and EMS operations and staffing similar to that requested by the City and the Fire Department. Please feel free to call any of our clients for comments on the thoroughness, quality and timeliness of our work. We can provide additional references, as necessary.

Client	Project Summary	Reference
Napa, CA Fire Department Resource Planning	In this project, the project team conducted a resource planning study, identifying the requirements necessary given the current service environment, as well as an in-depth projection of calls for service and resource needs based on various service performance objectives. This included assessing the impact of various fire station location alternatives and demonstrating the impact of including (or excluding) neighboring fire resources when examining system functionality. The project team also utilized our GIS model to assess the impact of several alternative and additional fire station locations within the City to deal with new growth areas.	Nancy Weiss Assistant City Manager 707-257-9501

Client	Project Summary	Reference
<p>Indio, California</p> <p>Fire Department Management Study and Contract Analysis</p>	<p>The project team evaluated the current delivery of service by the RVCFD to the City. We also examined fire station location and deployment options and have recommended re-deployment of certain units, resulting in an annual cost mitigation of over \$1 million. The project team's analysis had to take into account rapid growth in the northwest (3,500 acre development), the northeast (casino development), and south (high density housing) areas of the City. The project team also recommended significant changes to the contract between the City and the RVCFD which will provide policy makers and managers in the City with additional control and oversight of their fire resources. The project team recommended the construction of a re-located central fire station to support a new ladder company and the construction of a proposed station in the NE.</p>	<p>Mark Wasserman Special Projects Manager</p> <p>760-342-6530 x 663</p>
<p>Dinuba California</p> <p>Fire Service Master Plan</p>	<p>In this just recently project, the Matrix Consulting Group project team evaluated current and projected fire station locations not only for the municipal environment but also in the surrounding 400 square miles which they serve for emergency medical purposes. The study also examined opportunities to increase the use of volunteers as well as organizational and revenue generation issues.</p>	<p>Myles Chute Fire Chief</p> <p>559-591-5934</p>
<p>Reno, Nevada</p> <p>Performance Audit of the Fire Department</p>	<p>The Matrix Consulting Group was hired to conduct a study of the Reno Fire Department. At the time of the study, the RFD had recently merged with the Truckee Meadows Fire Protection District. This merger led to a number of opportunities to improve management, management staffing, unit deployment (to deal with rapid growth in the community) and other issues. Opportunities to increase staff utilization, enhance the level of EMS service delivery, improve the use of data for management and other major issues were recommended as well.</p>	<p>Trudy Cross Internal Audit Manager</p> <p>775-334-2212</p>

Client	Project Summary	Reference
<p>Seminole, Florida</p> <p>Analysis of Fire Station Locations and Deployment</p>	<p>The Matrix Consulting Group was retained by the City and District of Seminole (in Pinellas County) to evaluate current and alternative fire station locations. The project team's analysis demonstrated the effect of adding an additional ALS unit at the main station as well as the impact of several station relocations (including once precipitated by a road construction project). The project team recommended the opening of a fifth fire station and the redeployment of another (road project) and the movement of existing units to maximize deployment options for the City and the surrounding fire district areas.</p>	<p>Dan Graves Fire Chief</p> <p>727-393-8711</p>
<p>Middletown, Ohio</p> <p>Management Study of the Fire Department</p>	<p>The Matrix Consulting Group recently completed this comprehensive management study of the Division of Fire. The project team was retained during a period of fiscal stress for the City and a major focus of the project was to maximize the efficiency of the Division while still maintaining targeted service levels throughout the City. Recommendations focused on increasing the number of medic units in the City while at the same time allowing minimum staffing to decline by 1-2 positions per day (with no staffing cuts). The reduction in overtime alone was more than \$200,000 annually.</p>	<p>Ron Olson Currently, Deputy City Manager City of Arlington, Texas</p> <p>817-459-6101</p>
<p>North Kingstown, Rhode Island</p> <p>Comprehensive Operational and Management Assessment of the Fire Department</p>	<p>The project focused on master planning fire station locations, management systems, staffing and operational needs in the Fire Department. The Town is geographically large with pockets of population, resulting in significant challenges for fire / EMS service delivery. The project team recommended an incremental approach to improving station distribution and staffing as well as a series of management improvements.</p>	<p>Rich Kerbel Town Manger</p> <p>401-268-1501</p>

3. PROPOSED PROJECT WORK PLAN

This section of the proposal provides a detailed outline of the approach that the project team would use in conducting the study discussed with the Fire Department. This section of the proposal also provides a proposed schedule for conducting each task in the project.

1. OUR UNDERSTANDING OF THE PROJECT

The City of Hermosa Beach operates a full-hazard Fire Department which responds to fire emergencies, medical calls and other technical rescue service calls. The Department operates from a single fire station, and typically deploys the following response force:

- Engine (3 – 1 Captain and 2 FF's)
- Engine (1 FF)
- ALS-Ambulance (2 FF's)
- BLS-Ambulance (2 reserve FF's)

The Fire Department has automatic aid agreements with Manhattan Beach and Redondo Beach. These two departments commit to responding to a fire call with four personnel (3 on an engine and one battalion chief) and three personnel (one engine) respectively. This provides for an initial fire response of 13 personnel at minimum – this can be further augmented by up to three reserves from Hermosa Beach.

The City and the Fire Department are seeking outside professional counsel regarding a range of issues, including the following:

- Are current staffing levels and the deployment of personnel “safe”?
- Should the City continue to staff the second engine with one firefighter or should staffing on the first due engine be raised to four personnel?
- Could the Department’s reserve force be more effectively utilized than they are today? In what way(s)?
- Does the workload of 2,000 calls for service make the Fire Department “busy” by comparison to other similarly sized South Bay and Southern California departments?
- Is the Department effectively delivering on its commitments to training and safety? Are there opportunities to improve in this area?

To address these issues, the Matrix Consulting Group has developed a task plan which addresses each of these issues in detail. This task plan is presented in the next section.

2. PROPOSED TASK PLAN

The following is a detailed proposed task plan for conducting the scope of services described by the Fire Department in the Fire Study Goals document as well as our conversations about this study.

Task 1 Conduct Initial Interviews with Key Stakeholders.

The Matrix Consulting Group project team will conduct an initial set of meeting with key stakeholders to review the key issues in this study and to improve our understanding of the background to the study. Initial meetings will be held, at minimum, with the following:

- City Manager
- Fire Chief
- Finance Director
- Bargaining unit representative

The focus of these meetings will be on a range of topics intended to improve the project team's understanding of current service delivery objectives as well as issues facing the Fire Department in Hermosa Beach. Specific issues will include:

- History of staffing and deployment by the Fire Department.
- Service level objectives and programs offered by the Fire Department including fire suppression, emergency medical services, technical rescue services and prevention / education activities.
- History and recent changes in the use of mutual aid and automatic aid for fire and EMS responses.
- Issues related to training and safety programs in the Fire Department.

The Matrix Consulting Group will develop our internal project plan following these interviews. This will include the development of an initial project schedule to be reviewed with the City Manager and the Fire Chief.

Task 2 Develop a Descriptive Profile of Staffing, Training and Safety and Operations in the Hermosa Beach Fire Department.

The next task will focus on collecting the key information required to provide the factual basis for conducting the study. The project team will gather and review key documents. These will include, at a minimum, the following:

- Missions statements, goals and objectives.
- Strategic and mast plans.
- Current detailed budget documents.
- Annual reports.
- Policies and standard operating procedures.
- Collective bargaining agreement(s).
- EMS Response Protocols.

At the same time, the project team will conduct interviews and collect other data to describe the organization and staffing of the Fire Department. Key elements to be documented in this task include the following:

- Organization of the Fire Department.
- Budget authorization for positions by classification.
- Staff assigned to each function.
- Current deployment plans for units including engines, trucks and medical response units as well as any other special assignment units (hazmat, heavy rescue and so on).
- Work schedules utilized by the Department, including:
 - Are there special FLSA issues?
 - Are there "Kelly" days or other impacts?
 - What are the impacts of leave utilized by the Fire Department staff?
- Document current approaches to training and safety programs in the Fire Department including:

- Suppression and emergency medical services skills maintenance and enhancement.
- Physical training and physical fitness.
- Blood-borne pathogen awareness and training.
- Policies and procedures focused on increasing firefighter safety.
- Personal protective equipment.
- Departmental training philosophy.
- Training facilities available to support departmental operations and the academy.
- Approaches currently employed to evaluate individual staff member and company proficiency as part of the overall training program.

The project team will also document workloads of the Fire Department. These will include the following types of information:

- Calls for service by type and by time of day / day of week.
- Calls for service by unit.
- Dispatch handling time.
- Reflex time (elapsed between the time of dispatch and the time the units go en route).
- Travel time.
- Call handling time.
- Engine company inspections performed.
- Other Department workloads.

Following the completion of these efforts, the project team will develop the descriptive profile. The project team will review the profile with the Fire Chief to ensure that we have a sound factual basis for the remainder of the study.

Task 3 Conduct a Comparative Survey of Communities in the South Bay and Elsewhere in Southern California.

The Matrix Consulting Group will also develop a comparative survey focused on fire peer agencies around the South Bay and in Southern California. The focus of the survey would be on the issues to be addressed in this study, including:

- Engine company and rescue ambulance staffing.
- Use of mutual aid and automatic aid agreements to achieve both first alarm and subsequent alarm responses.
- Staffing and the use of overtime given targeted levels of minimum staffing.
- Use of paid-on-call, reserve or other part-time personnel in meeting staffing.
- Use of split service EMS response in fire-based EMS provision (i.e., separate BLS / ALS units).
- Targeted training hours per person by major topic.
- Specific safety programs, equipment and policies and procedures utilized by fire agencies.
- Use of overtime to meet minimum staffing targets.

The Matrix Consulting Group will develop a summary of the results of the comparative survey and will include the results in the final report.

Task 4 Develop an Analysis of Staffing and Deployment of Personnel for the Hermosa Beach Fire Department.

In this task, the Matrix Consulting Group will analyze the key questions posed by the City, including:

- The project team will evaluate per unit staffing and deployment of personnel among the Fire Department's various units including the two engines and two ambulances currently staffed. The project team will assess the following:
 - Should the Department continue to staff one of its engines with one firefighter? Are there compelling reasons for delivering this unit to the scene of a fire? Would the City be better served by deploying four personnel on the first due engine?

- Are there opportunities to redeploy existing personnel among the Fire Department's current response units to make better use of staff resources?
- Are there issues with regards to the way in which staff are deployed on current units which cannot be addressed with redeployment of existing personnel? Does the City require two engine companies in order to handle current workloads? Does the City require two transport units to handle current workloads?
- Could reserve personnel be used more effectively to staff Department units?
- Can "jump" or cross staffing be utilized to provide for a more effective response force?
- Are there opportunities to more effectively utilize the Department's reserve personnel?
 - Could they be used better as paid on call personnel?
 - Can these personnel be used to augment staffing on the second engine company?
 - Could a combination of full-time and part-time personnel be used to cross-staff the second engine and the BLS ambulance or some other combination of units?
- Does the current staffing allow the Fire Department to efficiently meet its minimum staffing targets?
 - Does the current staffing approach allow the Department to meet daily staffing targets while minimizing overtime expenditures?
 - Is the use of overtime a more cost effective and operationally effective way of meeting daily targets than adding additional line staff or using

The Matrix Consulting Group project team will address each of these issues in an interim document to be reviewed with the City and Fire Department. The results of these analyses will be included in the final report.

Task 5 Analyze the Delivery of Training and Other Safety Programs in the Fire Department.

This task will focus on assessing the training and safety programs in the Fire Department. The project team will focus on the following issues:

- Identify and evaluate training provided to enhance management and supervision in the Fire Department.
- Document how training needs are assessed and in-service training provided at the field unit level.
- Are training facilities consistent with departmental needs?
- Are training services provided consistent with the needs of field operating units and the conditions in the City as identified earlier in this study?
- Do existing training programs focus on employee development as well as development and maintenance of basic fire protection tactical skills?
- Are there opportunities to enhance skills training through increased joint action with neighboring jurisdictions?
- How are firefighter and other employee health and safety issues addressed? Is 'wellness' promoted in the Department?

The project team will develop interim analyses of safety and training issues. These will be reviewed with the Fire Chief and City Manager.

Task 6 Develop a Final Report for the City of Hermosa Beach.

Completion of all the tasks listed above will result in the preparation of interim documents summarizing issues and study recommendations. These will be consolidated into a final report and an associated implementation plan will consist of the following elements:

- A detailed set of recommendations addressing staffing, deployment and training; specific work steps required to implement each recommendation.
- Recommended timing for implementation.
- Recommended responsibility for implementation.
- Any costs or savings.

The final report will be reviewed in draft with the Fire Chief and City Manager. Once in final form, we will present the final report to the City, as appropriate, in a venue of the City's choosing.

4. PRICE PROPOSAL

The Matrix Consulting Group is prepared to conduct this project for a fixed price contract of **\$27,000**. This figure covers all professional services and expenses associated with travel and production of project reports. The firm would be willing to enter into a fixed price contract for this amount.

Please note that the Matrix Consulting Group would also be willing to negotiate scope to meet the City's objectives.

AGREEMENT TO PROVIDE PROFESSIONAL CONSULTING SERVICES

CITY OF HERMOSA BEACH, CALIFORNIA

THIS AGREEMENT, is entered into this ___ day of December, 2006 and effective immediately by and between Matrix Consulting Group (hereinafter called the "CONSULTANT" and THE CITY OF HERMOSA BEACH, CALIFORNIA (hereinafter called "CITY").

WITNESSETH THAT,

WHEREAS, CITY desires to engage the CONSULTANT to Conduct a Staffing and Deployment Study for the Fire Department, and

WHEREAS, CONSULTANT possesses the requisite knowledge, experience, skill and qualifications to perform such a study for CITY.

NOW, THEREFORE, the parties hereto mutually agree as follows:

- (1) **Employment of Consultant.** CITY agrees to engage the CONSULTANT and the CONSULTANT hereby agrees to perform the services described in the CONSULTANT'S proposal dated November 27th, 2006 and incorporated into this Agreement as Attachment A.
- (2) **Time of Performance.** The services to be performed hereunder by the CONSULTANT shall be undertaken and completed in such sequence as to assure their expeditious completion and best carry out the purposes of the Agreement.
- (3) **Compensation.** The CITY agrees to pay the CONSULTANT a sum not to exceed twenty-seven thousand (\$27,000) as described in CONSULTANT'S Proposal. CONSULTANT agrees to complete the project and all services provided herein for said sum.
- (4) **Method of Payment.** The CONSULTANT shall bill monthly for hours completed to date as described in CONSULTANT'S Cost Proposal. Total payments shall not exceed the amount shown in paragraph (3), above. CITY shall pay invoices within thirty (30) days of receipt.
- (5) **Changes.** CITY may, from time to time require changes in the scope of services of the CONSULTANT to be performed hereunder. Such changes, which are mutually agreed upon by and between CITY and the CONSULTANT, shall be incorporated in a written amendment to this Agreement.

- (6) **Services and Materials to be Furnished by CITY.** CITY shall furnish the CONSULTANT with all available necessary information, data, and material pertinent to the execution of this Agreement. CITY shall cooperate with the CONSULTANT in carrying out the work herein and shall provide adequate staff for liaison with the CONSULTANT.
- (7) **Termination of Agreement.** This contract may be terminated at any time for breach and the CITY may terminate unilaterally and without cause upon seven (7) days written notice to the CONSULTANT. All work satisfactorily performed pursuant to the contract and prior to the date of termination may be claimed for reimbursement.
- (8) **Information of Reports.** The CONSULTANT shall, at such time and in form as CITY may require, furnish such periodic reports concerning the status of the project, such statements, and copies of proposed and executed plans and other information relative to project as may be requested by CITY. The CONSULTANT shall furnish CITY, upon request, with copies of all documents and other material prepared or developed in relation with or as part of project.
- (9) **Records and Inspections.** CONSULTANT shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of one year after the completion of the project. CITY shall have free access at all proper times to such records, and the right to examine and audit the same and to make transcripts there from, and to inspect all program data, documents, proceedings, and activities.
- (10) **Completeness of Contract.** This contract and any additional or supplementary document or documents incorporated herein by specific reference contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this contract or any part thereof shall have any validity or bind any of the parties hereto.
- (11) **CITY Not Obligated to Third Parties.** CITY shall not be obligated or liable hereunder to any party other than the CONSULTANT.
- (12) **When Rights and Remedies Not Waived.** In no event shall the making by CITY of any payment to the CONSULTANT constitute or be construed as a waiver by CITY of any breach of covenant, or any default which may exist on the part of the CONSULTANT and the making of any such payment by CITY while any such breach or default shall exist in no way impairs or prejudices any right or remedy available to CITY in respect to such breach or default.
- (13) **Hold Harmless.** Each party will indemnify, defend and hold harmless the other, and their respective officers, employees, agents, successors and assigns, from and against any and all claims, damages, liabilities, losses, and costs and expenses, including reasonable attorneys' fees and costs, arising out of the party's negligent or wrongful performance of this Agreement or any alleged or actual breach of the Agreement.

- (14) **Insurance.** Consultant agrees to maintain insurance during the term of this Agreement: for comprehensive general liability in the amount of \$2,000,000 per occurrence and \$4,000,000 in aggregate; automobile liability insurance in the amount of \$1,000,000; workers' compensation insurance in the amount of \$1,000,000 and professional liability in the amount of \$1,000,000. CONSULTANT shall provide CITY with an insurance certificate. City, its elected and appointed officers, agents, and employees shall be named as additional insureds on the general liability and automobile policies. The insurance required in this paragraphs shall be primary and not excess coverage
- (15) **Personnel.** The CONSULTANT has all personnel required in performing the services under this Agreement. All of the services required hereunder will be performed by the CONSULTANT or under CONSULTANT'S supervision, and all personnel engaged in the work shall be qualified to perform such services. The CONSULTANT will not discriminate against any employee or applicant for employment because of race, sex, creed, color or national origin.
- (16) **Assignability.** The parties hereby agree that Consultant shall not assign, convey or transfer its interest, rights and duties in this Agreement without the prior written consent of CITY.
- (17) **Notices.** Any notices, bills, invoices, or reports required by this Agreement shall be sufficient if sent by the parties in the United States mail, postage paid, to the addresses noted below:

Russ Tingley
 Fire Chief
 City of Hermosa Beach
 540 Pier Avenue
 Hermosa Beach, CA 90254

Richard P. Brady, President
 Matrix Consulting Group
 2470 El Camino Real, Suite 210
 Palo Alto, California 94306

- (18) **Independent Contractor.** The CONSULTANT is and shall at all times remain as to the CITY a wholly independent contractor. Neither the CITY nor any of its agents shall have control over the conduct of the CONSULTANT or any of the CONSULTANT's employees, except as herein set forth. The CONSULTANT shall not at any time or in any manner represent that it or any of its agents or employees are in any manner agents or employees of the CITY.

IN WITNESS WHEREOF, CITY and the CONSULTANT have executed this agreement as of the date first written above.

CITY OF HERMOSA BEACH, CALIFORNIA

By: _____

Date:

MATRIX CONSULTING GROUP

By: _____
Richard P. Brady, President

Date: