Board of Directors

Jim Reid, Chair
Chief Carl Tatum, Vice-Chair
John Scorsine, Secretary
T. Wayne Florek, Treasurer
Deputy Chief Tommy Smith
Councilmember Merv Bennett
Jack Sharon, M.D.
Mayor Jeri Howells
William Normile
Jeffery S. Force
Julie Kiley, M.D.
Commissioner Sallie Clark
Commissioner Peggy Littleton (Alternate)

EL PASO COUNTY EMERGENCY SERVICES AGENCY
BOARD MEETING AGENDA
Wednesday, May 1, 2013 – 2:00 p.m.
Pikes Peak Regional Development Center
2880 International Circle, 2nd Floor Hearing Room, Colorado Springs, CO 80910

Call to Order – Determination of a quorum

This meeting is being recorded to assist in the production of meeting minutes.

1. CHANGES TO AGENDA/POSTPONEMENTS

2. PUBLIC COMMENT

3. APPROVAL OF THE MINUTES OF APRIL 3, 2013

4. REGULAR BUSINESS

A. Committee Reports
- Compliance Committee (Chair Jim Reid)

B. Treasurer's Report for April 2013 (Treasurer Wayne Florek)

C. Community Relations Report (Tawnya Silloway)

5. NEW BUSINESS

A. First Quarter 2013 Grant Presentation (Chair Jim Reid)

B. Consultant Contract (Eileen Gonzalez)

C. Board Member/Staff Comments

6. EXECUTIVE SESSION REQUESTS

In accordance with the Colorado Open Meetings Law, Section 24-6-402 (4), the El Paso County Emergency Services Agency, in open session, will determine whether it will hold a closed executive session. The matter for executive session will be limited to the topics identified in Section 24-6-402 (4) of the Open Meetings Law, and the topic for discussion will be stated in the open session in as much detail

as possible without compromising the purpose of the executive session. The Chair shall poll the ESA members, and upon consent of two-thirds of the members present, an executive session will be held. If consent to the executive session is not given, the item may be discussed in open session or withdrawn from consideration.

7. ADJOURNMENT

PACKETS ARE SENT VIA E-MAIL TO EXPEDITE INFORMATION

Pursuant to the Colorado Open Meetings Law, CRS §24-6-401, et Seq. and ARTICLE TWO Section 2.9 B of THE EL PASO COUNTY EMERGENCY SERVICES AGENCY Agreement, this agenda was posted at the City Clerk's Office, located at 30 S. Nevada, Colorado Springs, Colorado and the El Paso County's administration offices at Centennial Hall, 200 S. Cascade Ave., Colorado Springs, Colorado on or before April 29, 2013. Please call Eileen Gonzalez at 520-7654 or email her at egonzalez@springsgov.com if you wish to submit your name and e-mail address to receive notice of future meetings.

TENTATIVE SCHEDULE OF UPCOMING COMMITTEE MEETINGS			
DATE	**MEETING**	**TIME**	**LOCATION**
May 29, 2013	Contract Compliance Committee	4:00 PM	ESA offices, 2880 International Circle, Suite 110
May 29, 2013	Agenda Prep Committee	4:30 PM	ESA offices, 2880 International Circle, Suite 110
June 5, 2013	ESA Board Meeting	2:00 PM	2880 International Circle, 2nd Floor Hearing Room
June 5, 2013	Medical Control Committee	1:30 PM	2880 International Circle, 2nd Floor Hearing Room
June 26, 2013	Grant Committee	4:00 PM	ESA offices, 2880 International Circle, Suite 110

ESA April Board Meeting

MINUTES APRIL 3, 2013 2:00 P.M. PIKES PEAK REGIONAL BUILDING DEPARTMENT, 2880 INTERNATIONAL CIRCLE, COLORADO SPRINGS

FACILITATOR	Commander Jim Reid
NOTE TAKER	Eileen Gonzalez
ATTENDEES	Councilman Merv Bennett, Commissioner Sallie Clark, Bob Demetry, T. Wayne Florek, Jeffery Force, Jane Fredman, Mayor Jeri Howells, Dr. Julie Kiley, William Normile, John Scorsine, Dr. Jack Sharon, Deputy Chief Tommy Smith
ABSENT	Chief Carl Tatum

Agenda topics

1. CHANGES TO AGENDA/POSTPONEMENTS

DISCUSSION
None.

2. PUBLIC COMMENT

DISCUSSION
None.

3. APPROVAL OF THE MINUTES OF MARCH 6, 2013

DISCUSSION	
None.	
MOTION	**PERSON RESPONSIBLE**
Motion to approve the minutes of the March 6, 2013 meeting.	Wayne Florek
Second	Commissioner Sallie Clark
Approved	Unanimous

4.A. AGREEMENT COMPLIANCE REPORT FOR JANUARY & FEBRUARY 2013

DISCUSSION
Eileen Gonzalez presented the performance and compliance report for January & February 2013. She noted that the first item of interest in the report was the scheduled increases in Exhibit F assessments of 2.8685% that took effect on January 1, 2013. Chair Reid confirmed that the contractor was in agreement with this increase. Eileen reported that there were no incidents of contract Level Zero during January and one in February, and that the recommended assessments are $3,030 for January and $3,388 for February, for a total of $6,418. There were 30 calls that exceeded the maximum response time for their zones in January, and 32 in February. The contractor exceeded the 90% response standard for the Urban, Suburban and Rural zones, as well as the 92% systemwide response standard for both months. The contractor referred seven calls in January, four to Black Forest Fire/Rescue, two to Tri-Lakes Fire Department and one to Fountain Fire Department; and four calls in February, all to Black Forest Fire/Rescue. There were two severe weather periods in January and three in February for which the contractor added resources pursuant to the level of effort model for severe weather, and Eileen called the board's attention to the data relating to those events. There was a missing piece of data in the table describing the duration of the severe weather periods, and Eileen said she would fill that number in prior to finalizing the report. The contractor requested that 60 calls be exempted from the data to determine compliance with performance standards for January, an unusually high number, and 31 calls for February, and staff recommends that the requested calls be exempted. She also called the board's attention to a change in the detox graph which put the bars relating to 911 calls on the bottom of the graph for easier interpretation of the data.

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Mr. Normile had a question relating to a long maximum exception on January 21, and Eileen explained the circumstances of that call and the reason for its long response time.

MOTION	PERSON RESPONSIBLE
Motion to accept the compliance report for January & February 2013, with the understanding that the missing information relating to snow events in February 2013 be completed before it is finalized.	Commissioner Clark
Second	Mayor Jeri Howells
Approved	Unanimous

4.B. COMMITTEE REPORTS

DISCUSSION
Chair Reid reported that the Compliance Committee did not meet in March.

4.C. TREASURER'S REPORT FOR FEBRUARY & MARCH 2013

DISCUSSION
Wayne Florek presented the treasurer's report for March 2013. There was no revenue received, and expenses included regular City salary & benefits, legal and office expenses.

MOTION	PERSON RESPONSIBLE
Motion to accept the Treasurer's report for March 2013.	Commissioner Clark
Second	John Scorsine
Approved	Unanimous

4.D. COMMUNITY RELATIONS REPORT

DISCUSSION
Tawnya Silloway, Community Relations Coordinator for AMR, presented the community relations report. She presented AMR's 2012 Report to the Community.

5.A. FIRST QUARTER 2013 GRANT RECOMMENDATIONS

DISCUSSION
Chair Reid reported that there were four grant applications for the first quarter. Applications were received from Stratmoor Hills Volunteer Fire Department, El Paso County Search & Rescue, Hanover Fire Protection District, and Fountain Fire Department.

MOTION	PERSON RESPONSIBLE
Motion to award grants to the following departments: 1301-01 Stratmoor Hills Volunteer Fire Department, $4,378.00 1301-02 El Paso County Search & Rescue, $5,000.00 1301-03 Hanover Fire Protection District, $511.00 1301-04 Fountain Fire Department, $4,949.90	John Scorsine
Second	Wayne Florek
Approved	Unanimous

5.B. CONSULTANT CONTRACT

DISCUSSION
Eileen Gonzalez provided the Board with an update on the process of retaining a consultant to assist the ESA with a future RFP process. She reported that both the City Council and Board of County Commissioners had adopted resolutions approving the ESA's expenditure of more than $25,000 for this purpose. She also reported that she had developed a scope of work and draft request for a sole-source proposal from Public Safety Research Group, and

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asked for direction from the Board as to how they would like to proceed. Chair Reid proposed that Jane review the draft request for proposal, and that Eileen send it to board members thereafter for their information. If there are no major concerns, he asked for the Board's approval to send the request to PSRG.

MOTION	PERSON RESPONSIBLE
Motion to authorize Chair Reid to issue a request for a sole-source proposal from PSRG for consulting services.	Wayne Florek
Second	Commissioner Clark
Approved	Unanimous

5.B. APPOINT AD HOC/WORKING COMMITTEE MEMBERS

DISCUSSION
The Board had a general discussion of the process that they wish to engage in during the process of developing an RFP and contract for ambulance service in the area of the ESA's exclusive service area outside the City of Colorado Springs. The result of the discussion was that the board preferred to have as much of the process be as open to the public as possible, with open public meetings at ESA Board meetings and at other locations and times. The Board did not appoint any members to ad hoc or working committees or subcommittees, and requested that staff develop and recommend a meeting schedule for gathering fire district and other public input.

MOTION	PERSON RESPONSIBLE
None.	N/A

5.D. BOARD MEMBER/STAFF COMMENTS

DISCUSSION
Dr. Kiley echoed others' sentiments that an open and transparent process would be in everyone's best interest. John Scorsine expressed his concern that the ESA make sure to obtain commitments from stakeholders as to their interest in participating in the ESA's process.

7. ADJOURNMENT

MOTION	PERSON RESPONSIBLE
Motion to Adjourn	Dr. Julie Kiley
Second	Mayor Howells
Approved	Unanimous

MEETING ADJOURNED AT 2:40 p.m.

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ESA APRIL 2013 FINANCIAL REPORT
Reported on May 1, 2013

	2013 Budget (Amended)*	April 2013 Current Month Actuals	2013 YTD Actuals	2013 Unobligated Balance	2013 Variance %
OPERATING REVENUES					
Contract Administration (Per Agreement)					
ESA Administration	$ 200,000.00	$ 50,000.00	$ 100,000.00	$ (100,000.00)	-50.0%
Appropriation from Fund Balance	$ 13,500.00	$ -	$ -	$ (13,500.00)	-100.0%
Appropriation from Assigned Fund Balance - RFP Fund	$ 105,629.00	$ -	$ -	$ (105,629.00)	-100.0%
Operating Revenue Subtotal (Contract Administration)	$ 213,500.00	$ 50,000.00	$ 100,000.00	$ (113,500.00)	-53.2%
Other Operational Revenue					
Interest	$ 550.00	$ -	$ -	$ (550.00)	-100.0%
Compliance Assessments (Allocated to Grants Fund)	$ 45,000.00	$ 6,418.00	$ 6,418.00	$ (38,582.00)	-85.7%
Operating Revenues Subtotal (Other)	$ 45,550.00	$ 6,418.00	$ 6,418.00	$ (39,132.00)	-85.9%
TOTAL OPERATING REVENUES (All Sources)	$ 259,050.00	$ 56,418.00	$ 106,418.00	$ (152,632.00)	-58.9%
OPERATING EXPENDITURES					
Contract Administration (Per Agreement)					
City of Colorado Springs Business Administration	$ 112,000.00	$ 8,394.72	$ 33,580.85	$ (78,419.15)	-70.0%
El Paso County Compliance Administration	$ 53,000.00	$ -	$ 13,108.16	$ (39,891.84)	-75.3%
Office Space	$ 24,000.00	$ 6,000.00	$ 12,000.00	$ (12,000.00)	-50.0%
Legal Fees	$ 10,000.00	$ 700.00	$ 3,920.00	$ (6,080.00)	-60.8%
RFP Process Expenses	$ 105,629.00	$ -	$ 2,814.11	$ (102,814.89)	-97.3%
Financial Audit / Accounting	$ 7,000.00	$ -	$ -	$ (7,000.00)	-100.0%
Insurance	$ 3,500.00	$ -	$ 3,310.00	$ (190.00)	-5.4%
Office Expenses	$ 3,000.00	$ 80.00	$ 320.00	$ (2,680.00)	-89.3%
Information Services	$ 500.00	$ -	$ 162.00	$ (338.00)	-67.6%
Staff Training / Skills Development	$ 500.00	$ -	$ -	$ (500.00)	-100.0%
Operating Expenses Subtotal (Contract Administration)	$ 319,129.00	$ 15,174.72	$ 69,215.12	$ (249,913.88)	-78.3%
Other Operational Expenses					
Grants (From Actual / Available Compliance Assessments)	$ 45,550.00	$ 14,839.05	$ 25,192.40	$ (20,357.60)	-44.7%
Operating Expenses Subtotal (Other)	$ 45,550.00	$ 14,839.05	$ 25,192.40	$ (20,357.60)	
TOTAL OPERATING EXPENDITURES (All Sources)	$ 364,679.00	$ 30,013.77	$ 94,407.52	$ (270,271.48)	-74.1%
VARIANCE: REVENUES OVER EXPENDITURES— *Surplus / (Deficit)*	$ (105,629.00)	$ 26,404.23	$ 12,010.48	$ 117,639.48	-111.4%

CASH POSITION	
2013 BEGINNING FUND BALANCE — *Unassigned and Assigned Funds*	$ 198,462.02
As of 4/26/13:	
Grant Fund Balance (Assigned)	$ 29,031.10
RFP Fund Balance (Assigned)	$ 104,818.89
Unassigned Fund Balance	$ 76,622.51
Cash Receivable	$ -
Cash Payable	$ -
ENDING FUND BALANCE— *Unassigned and Assigned Funds*	$ 210,472.50

Grant Fund Balance	
$ 49,809.50	*Beginning Balance*
$ 6,418.00	*Add: Penalty Rev Rec YTD*
$ -	*Add: Interest*
$ (2,004.00)	*Less RFP Fund Transfer*
$ (25,192.40)	*Less Grant Fund Awards*
$ 29,031.10	*Assigned Grant Fund Balance*

Community Relations Report
Activities from April 2013

AMR Colorado Springs was selected by the Center for Non-Profit Excellence to receive the Corporate Service Award.

The selection committee cited AMR for the hundreds hours AMR donates to non-profit organizations, the many donation drives and community education.

Donated Special Events/Community Education

- Heart Saver CPR/AED First Aid
- Pikes Peak Towers B/P Checks
- March of Dimes Walk for Babies
- Garden Ranch YMCA Health Fair
- Springs Ranch ES Safety Tour, Children's Hospital Jungle Mobile
- St. Francis Transport Team Safety Day

AMR actively participates in the following on an on-going basis

- Safe Kids Coalition
- Drive Smart Steering Committee
- Leadership Pikes Peak
- Colorado Springs Executives Association
- Pikes Peak Fire Fighters Association
- Pikes Peak Chief's Forum

EL PASO COUNTY EMERGENCY SERVICES AGENCY
PROFESSIONAL SERVICES CONTRACT

Contract Number: 1302

Subject Matter: Ambulance Contract Scope Review and Consulting

Consultant: The Public Safety Research Group
13835 N. Tatum Boulevard, Suite 9-119
Phoenix, AZ 85032-5590
(602) 708-6289
jcaltmann@thepsrg.com

Effective Date: May 1, 2013

Expiration Date: March 30, 2014

THIS CONTRACT, entered into on the date set forth below, is made by and between the El Paso County Emergency Services Agency, El Paso County, Colorado ("ESA") and The Public Safety Research Group ("CONSULTANT").

WHEREAS, the ESA desires to purchase and receive from CONSULTANT the services described in APPENDIX A and APPENDIX B; and

WHEREAS, CONSULTANT is an individual or entity qualified and able to provide the type of services required by the ESA, and

WHEREAS, the parties to this CONTRACT desire to reduce to written terms the manner and conditions under which these services will be provided and compensated;

NOW, THEREFORE, in consideration of the above, and in accordance with the mutual terms, conditions, requirements and obligations set forth in this CONTRACT, the ESA and CONSULTANT agree as follows:

SECTION 1: PROJECT

CONSULTANT shall perform the Services required under this Contract in accordance with the terms and conditions of the ESA's "Invitation to Submit a Proposal for Ambulance Contract Scope Review and Consulting," dated April 12, 2013, attached hereto as APPENDIX A and incorporated by reference, and CONSULTANT'S "Proposal to Provide Consulting Services," dated April 22, 2013, attached hereto as APPENDIX B and incorporated by reference. CONSULTANT agrees to provide those services in accordance with the provisions of this CONTRACT, and the ESA agrees to retain CONSULTANT to perform the services described in APPENDIX A and APPENDIX B.

SECTION 2: CONSULTANT'S RESPONSIBILITIES

2.1 The scope of services to be performed by CONSULTANT is set forth in APPENDIX A and APPENDIX B attached to this CONTRACT and incorporated by reference.

2.2 All issues or questions of CONSULTANT about this CONTRACT arising during the term of this CONTRACT shall be addressed to the designated ESA Representative identified in Section 3 below.

2.3 CONSULTANT shall attend meetings and shall timely submit reports, plans, drawings and specifications as required in APPENDIX A and APPENDIX B and shall be reasonably available to the ESA Representative to respond to any issues that may arise during the term of this CONTRACT.

2.4 All employees, agents, representatives and sub-consultants of CONSULTANT who will have significant responsibility for performance under this CONTRACT shall be identified to and be subject to approval by the ESA Representative prior to the commencement of any work by these individuals.

2.5 All services to be performed under this CONTRACT by CONSULTANT shall be performed in accordance with generally recognized professional practices and standards of CONSULTANT'S profession and to the reasonable satisfaction of the ESA.

2.6 CONSULTANT represents, warrants and covenants that the prices, charges and/or fees set forth in this CONTRACT (on the whole) are at least as favorable as the prices, charges and/or fees CONSULTANT charges (on the whole) to other of its customers or clients for the same or substantially similar products or services provided under the same or substantially similar circumstances, terms and conditions.

2.7 If CONSULTANT agrees or contracts with other customers or clients similarly situated during the terms of this CONTRACT, and offers or agrees to financial terms more favorable than those set forth herein (on the whole), CONSULTANT hereby agrees that it will reduce the prices, charges and/or fees charged to the ESA with respect to the products or services hereunder to the most favorable rates received by those other customers or clients.

SECTION 3. ESA'S RESPONSIBILITIES

3.1 The ESA agrees to compensate CONSULTANT as set forth In Section 5 below for services rendered in accordance with this CONTRACT.

3.2 The ESA Representative is Eileen Gonzalez, ESA Business Administrator, (719) 520-7654. The ESA Representative shall have authority to transmit instructions, receive information and documents and resolve any issues arising out of the performance of this CONTRACT. The ESA Representative shall provide CONSULTANT with the identity of an alternate contact person in the event the ESA Representative is unavailable to respond to CONSULTANT'S inquiries

SECTION 4. TIME OF PERFORMANCE AND DELAY

CONSULTANT'S time of performance shall commence as of the effective date of this CONTRACT, and shall remain in effect unless otherwise terminated in accordance with Section 13, or until the expiration date specified on the first page of this CONTRACT, whichever comes first.

SECTION 5. COMPENSATION

5.1 The ESA agrees to pay CONSULTANT for the complete and satisfactory performance of services under this CONTRACT per the agreed upon payment schedule **$42,000.00 (Forty Two Thousand Dollars and no/100)**, to be billed and paid according to the following schedule:

- At commencement of the project: $6,300
- Upon delivery to ESA Representative of draft report: $15,850
- Upon presentation of draft RFP to ESA Board of Directors: $17,500
- At project completion according to terms of this contract: $2,350

The amount and terms of compensation referenced above shall not be modified except in accordance with Section 19 below.

5.2 CONSULTANT shall provide to the ESA written evidence of services actually performed, and at the ESA'S request, shall itemize all hourly labor expenses and direct expenses incurred by CONSULTANT.

5.3 Unless otherwise agreed upon in writing by the ESA, CONSULTANT shall be solely responsible for compensation of third parties, including sub-consultants, consultants and suppliers, which are retained at the request of CONSULTANT to perform this CONTRACT. Such third parties shall not be considered third-party beneficiaries to this CONTRACT.

5.4 No payment made under this CONTRACT shall be conclusive evidence of the performance of this CONTRACT, either in whole or in part, and no payment, including final payment, shall be construed to be a consent on the part of the ESA to accept unsatisfactory or deficient work.

SECTION 6. FUNDING AVAILABILITY

6.1 Financial obligations of the ESA payable after the current fiscal year are contingent on appropriation or budgeting of funds for those obligations. Should the performance of this CONTRACT continue past the current fiscal year, the ESA shall notify CONSULTANT in writing that sufficient funds are available for continuance of CONSULTANT'S performance under this CONTRACT into the new fiscal year. Unless CONSULTANT is notified in writing of availability of funds prior to the end of the current fiscal year, CONSULTANT shall not commence any work in the new fiscal year for which a new appropriation is required to make payment.

6.2 Any renewal of this CONTRACT is contingent upon available funding and satisfactory performance by the CONSULTANT, as determined by the ESA. It shall be the CONSULTANT'S responsibility to provide the ESA representative all requested CONTRACT changes and/or price adjustments at least sixty (60) days prior to the expiration of the CONTRACT or CONTRACT renewal date. After review by the ESA of the CONSULTANT'S requested changes or price adjustments, the ESA will enter into negotiations with the CONSULTANT to determine if the requested CONTRACT changes and/or price adjustments are acceptable to the ESA. Negotiations must be completed thirty (30) days prior to expiration of the CONTRACT or CONTRACT renewal date. Failure of the ESA and the CONSULTANT to agree upon the terms and conditions for the renewal may result in resolicitation of the goods or services covered by the original CONTRACT. Continued performance by the CONSULTANT outside of the CONTRACT term will be at the CONSULTANT'S risk.

SECTION 7. INDEPENDENT CONSULTANT

CONSULTANT is rendering services as an independent contractor, not as an employee, and shall be accountable to the ESA for the ultimate results of its actions, but shall not be subject to the direct supervision and control, of the ESA, except as otherwise provided herein. Neither CONSULTANT nor any agent, employee, or servant of CONSULTANT shall be or shall be deemed to be an employee, agent, or servant of the ESA. CONSULTANT shall pay when due all required employment taxes and income tax withholding, shall provide and keep in force worker's compensation (and show proof of such insurance) and unemployment compensation insurance in the amounts required by law, and shall be solely and entirely responsible for its acts and the acts of its agents, employees, servants and the sub-consultants, during the performance of this CONTRACT.

SECTION 8. INSURANCE

8.1 During the entire term of this CONTRACT, CONSULTANT shall maintain, at its own expense, insurance in the following minimum amounts and classification:

	LIMITS OF LIABILITY
Worker's Compensation/Employer's Liability	AS REQUIRED BY STATUTE
Commercial General Liability (including blanket contractual liability insurance)	
Bodily Injury	$150,000 each person
	$600.000 each occurrence
Property Damage	$600,000
Comprehensive Automobile Liability	
Bodily Injury	$150,000 each person
	$600,000 each occurrence
Property Damage	$600,000
Professional Liability (if applicable): Commensurate with risks of services provided under this Agreement	

8.2 CONSULTANT shall furnish certificates of such insurance to the ESA prior to the performance of this CONTRACT. The ESA shall be named as an additional insured on all policies of liability insurance.

SECTION 9. INDEMNIFICATION

To the extent authorized by law, the CONSULTANT shall defend, indemnify and hold the ESA free and harmless from and against any and all liabilities, demands, claims, damages, suits, judgments and decrees, and Court awards including costs, expenses and attorneys' fees, on account of injuries to or death of any person or persons or damage to any property arising out of or related to the CONSULTANT's intentional or negligent acts, errors or omissions or that of its agents, officers, servants and employees, sub-consultants or assignees, whether contractual or otherwise, during the performance of this CONTRACT and pursuant to its terms. Nothing in this section shall be deemed to waive or otherwise limit the defenses available to the ESA pursuant to the Colorado Governmental Immunity Act or otherwise provided by law.

SECTION 10. AUDIT AND INSPECTION

10.1 CONSULTANT shall at all times during the term of this CONTRACT maintain such books and records as shall sufficiently and properly reflect all direct costs of any nature in the performance of this CONTRACT and shall utilize such bookkeeping procedures and practices as will reflect these costs. Books and records shall be subject, at any reasonable time, to inspection, audit or copying by Federal, State or ESA personnel, or such independent auditors or accountants as ale designated by the ESA.

10.2 CONSULTANT shall permit the ESA Representative or other authorized federal, State or ESA personnel, at any reasonable time, to inspect, transcribe or copy any and all data, notes, records, documents and files of the work CONSULTANT is performing in relation to this CONTRACT.

SECTION 11. OWNERSHIP

11.1 All data, plans, reports, notes and documents provided to or prepared by CONSULTANT in performance of this Agreement shall become the property of the ESA upon payment of services rendered by CONSULTANT, and shall be delivered to the ESA Representative.

11.2 Except as provided in Section 10 above, all such documents shall remain confidential and shall not be made available by CONSULTANT to any individual or entity without the written consent of the ESA Representative.

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11.3 If the CONSULTANT deems any documents submitted by CONSULTANT to the ESA under this CONTRACT confidential business data, trade secrets, or data not otherwise subject to public disclosure, CONSULTANT shall clearly mark the documents as "Confidential" prior to delivering or making them available to the ESA. If the ESA receives a request for the production or disclosure of documents so marked, it will decline disclosure and notify the CONSULTANT of such request; *provided, however,* that if any action is commenced against the ESA under the Colorado Public (Open) Records Act or otherwise seeking to compel production or disclosure of the documents, CONSULTANT or any other person asserting the confidentiality privilege of such documents shall immediately intervene in such action, and whether or not such intervention is permitted, shall defend, indemnify and hold ESA harmless from any costs, damages, penalties or other consequences of ESA's refusal to disclose or produce such documents.

SECTION 12. DISPUTES

12.1 Any dispute concerning the performance of this CONTRACT which is not resolved by mutual agreement of the parties shall be resolved by an independent committee under the direction of the ESA. The disputing party must provide written notice to the ESA within fifteen (15) working days from the date the dispute was known *or* should have been known. The written notice must provide the following information: 1) contract number: 2) cause of the dispute; 3) contract language in dispute, if any: 4) amount of dollars in controversy, if any.

Within five (5) working days following receipt of the written notice, a meeting with the ESA Representative, CONSULTANT and the independent committee will be scheduled. In the event additional meetings are required, a maximum of three (3) meetings will be held over the course of a ten (10) day period. In the event the dispute cannot be resolved after the third meeting, a final statement will be issued by the independent committee and delivered to the parties within ten (10) days of the final meeting.

12.2 CONSULTANT shall not cease performance of this CONTRACT during the term of the dispute resolution process unless the parties mutually agree in writing that performance may be suspended. During the term of any dispute resolution, payment of CONSULTANT'S invoice or statement may be withheld by the ESA.

SECTION 13. DEFAULT, SUSPENSION AND TERMINATION

13.1 If the ESA Representative determines that CONSULTANT is not making sufficient progress or is performing unsatisfactory work under this CONTRACT, the ESA Representative will provide written notice of default to CONSULTANT. The written notice shall identify the nature of the problem and request an appropriate remedial action by CONSULTANT. Within ten (10) days of the date of the written notice, CONSULTANT shall either correct the problem and advise the ESA Representative of the correction, or CONSULTANT shall immediately commence to correct the problem (if the problem cannot be corrected within the 10-day period). CONSULTANT's failure to correct the problem within the 10-day period (or other period mutually agreed by the parties) will be grounds for termination of this CONTRACT. During the period of time in which CONSULTANT is correcting the problem, payment of CONSULTANT's invoice or statement may be withheld by the ESA.

13.2 Without terminating this CONTRACT, the ESA may suspend CONSULTANT's services following written notice to CONSULTANT. Within five (5) days following receipt of such notice, CONSULTANT shall have completed all reasonable measures to cease its services in an orderly manner. CONSULTANT shall be paid for all reasonable costs incurred and for services rendered through the date services were suspended, but in no case no later than five (5) days after CONSULTANT's receipt of suspension. If resumption of CONSULTANT'S services requires any waiver or change in this CONTRACT, the parties must mutually agree to such waiver or change in writing and the writing must be attached as an addendum to this CONTRACT.

13.3 The ESA shall have the right to terminate this CONTRACT, in whole or in part, at any time during the course of performance by providing written notice to CONSULTANT. Within ten (10) days following receipt of such notice, CONSULTANT shall have completed all reasonable measures to cease its services in an orderly manner. If a new CONSULTANT is retained to complete the services, CONSULTANT will cooperate fully with the ESA in preparing the new CONSULTANT to take over completion of the services CONSULTANT will be paid for all reasonable costs incurred and for services rendered through the date of termination of this CONTRACT, but in no case will CONSULTANT be paid for services rendered later than the date of termination.

SECTION 14. COMPLIANCE WITH LAWS

At all times during the performance of this CONTRACT, CONSULTANT shall strictly observe and conform to all applicable federal, state and local laws, rules, regulations and orders that have been or may hereafter be established.

Federal Immigration Law Compliance: The CONSULTANT certifies that the CONSULTANT has complied with the United States Immigration and Control Act of 1986. All persons employed by the CONSULTANT for performance of this CONTRACT have completed and Signed Form 1-9 verifying their identities and authorization for employment.

ILLEGAL ALIENS: PUBLIC CONTRACTS FOR SERVICES. CRS S-17.5-101 and 102, and Public Law 208, 104th Congress, as amended and expanded in Public Law 156, 105th Congress, as amended.

CONSULTANT certifies that the CONSULTANT shall comply with the provisions of CRS 8-17.5-101 et seq. CONSULTANT shall not knowingly employ or contract with an illegal alien to perform work under this contract or enter into a contract with a Subcontractor that fails to certify to the CONSULTANT that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this CONTRACT. CONSULTANT represents, warrants, and agrees that it (i) has confirmed or attempted to confirm the employment eligibility of all employees who are newly hired for employment in the United States through participation in the basic pilot program administered by the Social Security Administration and Department of Homeland Security, and (ii) otherwise will comply with the requirements of CRS 8-17.5-102(2)(b). The CONSULTANT shall comply with all reasonable requests made in the course of an Investigation under CRS 8-17.5-102 by the Colorado Department of Labor and Employment. If the CONSULTANT fails to comply with any requirement of this provision or CRS 8-17.5-101 et seq, the ESA may terminate this contract for breach and the CONSULTANT shall be liable for actual and consequential damages to the ESA.

SECTION 15. NON-DISCRIMINATION

CONSULTANT shall not hire, discharge, transfer, promote or demote, or in any manner discriminate against any person otherwise qualified and capable because of race, color, sex, marital status, age, religion, disability or national origin. CONSULTANT agrees to comply with all applicable Federal and State statutes and regulations concerning non-discrimination.

SECTION 16. APPLICABLE LAW

The laws, rules and regulations of the State of Colorado, EI Paso County and the City of Colorado Springs shall be applicable in the enforcement, interpretation and execution of this CONTRACT. The parties to this Contract understand and agree that, in the event of any litigation which may arise between the parties under the Contract, jurisdiction and venue shall lie in the Fourth Judicial District of EI Paso County, Colorado.

SECTION 17. RIGHTS OF THIRD PARTIES

This CONTRACT does not and shall not be deemed to confer on any third party the right to the performance or proceeds under this CONTRACT, to claim any damages or to bring any legal action or other proceeding against the ESA or CONSULTANT for any breach or other failure to perform this CONTRACT.

SECTION 18. ASSIGNMENT/SUBCONTRACTS

CONSULTANT shall not assign its interest in this CONTRACT or subcontract any of the work to be performed under this CON1RACT without the written consent of the ESA.

SECTION 19. CHANGES OR MODIFICATIONS

19.1 No modification, amendment, notation, change or other alteration of this CONTRACT shall be valid unless mutually agreed by the parties in writing and executed as an addendum to this CONTRACT.

19.2 No change order resulting in an Increase to the contract price set forth in Section 5 above shall be executed or effective unless the increase is approved by the appropriate ESA official(s) and the additional funds have been appropriated or otherwise made available. CONSULTANT shall prepare a cost calculation for the additional costs and submit it to the ESA Representative prior to approval of any change order. The ESA Representative then will arrange for a change order, confirming with CONSULTANT that funds have been appropriated or made available to cover the additional costs.

SECTION 20. NOTICES

All notices required under this CONTRACT must be in writing and must be served on the other Party personally, by facsimile transmission, or by nationally recognized overnight mail service, by sending a letter properly addressed by certified mail, or overnight delivery service, postage prepaid to the addresses of the parties stated in this CONTRACT. Either party may change its address by providing notice to the other party as provided in this Section.

SECTION 21. SEVERABILITY

If any section, subsection, clause or phrase of this CONTRACT is, for any reason, held to be invalid, such holding shall not affect the validity of the remaining portions of this CONTRACT.

SECTION 22. CONFLICT OF TERMS IN THE CONTRACT DOCUMENTS

In the event there is found any conflict in any of the terms between the ESA'S contract documents and the CONSULTANT'S contract documents, the parties understand and agree that the terms contained In the ESA'S contract documents shall be controlling and shall take precedence over any conflicting terms found in the contract documents.

Further, if there are any conflicting terms as between the ESA'S contract and the ESA'S Purchase Order or any other ESA documents which are included as a part of the contract documents, those terms which the ESA deems most favorable toward the protection of the ESA and the goals of the CONTRACT shall be deemed to control and take precedence over any conflicting contract terms. The conflicting contract terms may be deleted at the ESA's sole discretion.

In the event that one of the ESA's contract documents contains a word, statement, or clause which is not contained in any other of the ESA's contract documents nor In those of the CONSULTANT's contract documents, the parties understand and agree that such word, statement or clause shall be included as a part of the contract terms at the sole discretion of the ESA.

Finally, in the event that there is found in the CONSULTANT's contract documents a word, statement or clause not contained In the ESA's contract documents and which the ESA, in its sale discretion, wishes to delete from the contract terms, the parties understand and agree that the ESA shall have the discretion to include or delete such word, statement or clause from the contract terms.

SECTION 23. ENTIRE CONTRACT

This CONTRACT, including attached Appendices, constitutes the entire understanding of the parties at the time of executor, of this CONTRACT. There are no other terms, conditions, requirements or obligations affecting this CONTRACT which are not specifically set forth herein.

SECTION 24. APPENDICES

The following appendices are attached to and made a part of this CONTRACT:

- APPENDIX A: ESA's "Invitation to Submit a Proposal for Ambulance Contract Scope Review and Consulting," dated April 12, 2013
- APPENDIX B: CONSULTANT'S "Proposal to Provide Consulting Services," dated April 22, 2013

IN WITNESS WHEREOF, the parties hereto have executed this CONTRACT

on the _____ day of _____, 2013.

Emergency Services Agency
El Paso County, Colorado

By: _____

The Public Safety Research Group
Jon C. Altmann, Manager/Owner

By: _____

Approved as to form:

By: _____
Attorney for the ESA

DRAFT

Board of Directors

Commander Jim Reid, Chair
Chief Carl Tatum, Vice-Chair
John Scorsine, Secretary
T. Wayne Florek, Treasurer
Deputy Chief Tommy Smith
Councilmember Merv Bennett
Councilmember William B. (Bernie) Herpin, Jr. (Alternate)
Jack Sharon, M.D.
Mayor Jeri Howells
William Normile
Jeffery S. Force
Julie Kiley, M.D.
Commissioner Sallie Clark
Commissioner Peggy Littleton (Alternate)

April 12, 2013

Invitation to Submit a Proposal for
Ambulance Contract Scope Review and Consulting

Jon Altmann
The Public Safety Research Group
13835 N. Tatum Blvd., Suite 9-119
Phoenix, AZ 85032-5590

Dear Mr. Altmann;

The El Paso County Emergency Services Agency (ESA) invites you to submit your proposal to advise and inform the ESA and its associated stakeholders on the issue of developing and carrying out a request for proposals or other procurement process for ground emergency ambulance transport, including participating in contract negotiations as necessary and assisting the ESA to implement the ambulance services plan after award of a contract or contracts.

Because of your familiarity with the ESA's current contract and the EMS system in El Paso County, Colorado, as well as your broad knowledge and experience in the ambulance transport industry and demonstrated ability to deliver services to meet the ESA's needs on short timelines, the ESA desires to enter into a sole-source contract with your firm to provide these services.

In light of the Colorado Springs Fire Department's recent announcement of its intent to conduct a separate procurement process for an ambulance transport provider within its City limits, your proposal should focus on a process relating to the procurement of ambulance transport services for the areas of El Paso County within the existing ESA service area that are outside the city limits of the City of Colorado Springs. This process may include meetings with the members of the ESA Board of Directors, representatives of its working groups and/or subcommittees, representatives of its member fire districts, and/or stakeholders in the local health care and public safety systems and its committees to collect

data, solicit recommendations, present data, and facilitate the development of draft and final documents.

Your proposal will be evaluated by the ESA Board of Directors or a subcommittee thereof, and its staff. If you or your firm is interested in responding to this invitation, please email your proposal to egonzalez@springsgov.com by close of business on April 19, 2013.

You may feel free to contact me to discuss this matter further in order to assist in completing your proposal. After receiving your proposal, the ESA may choose to have a meeting or conference call with a select number of individuals or agencies and you to further discuss your proposal. Your proposal is to be prepared at your own expense for the scope of services described below. Your proposal should address, at a minimum, the following information.

- Your and/or your firm's qualifications
- Your availability to complete the scope of services
- Cost (fee structure)
- References

A proposed four-phase project scope document is included with this document as Exhibit A; you may utilize it as a basis for developing your proposal, with the understanding that you may propose additional or alternative elements based on your expertise and experience.

Cost is of importance to the ESA. Your proposal must provide a complete cost/fee proposal for all services and deliverables. Please provide a "not to exceed" amount to perform the required work and submit hourly rates to delineate any charges that may supplement the scope. Please also provide a list of at least three current and past clients, specifically including any clients whom you believe may be similar in nature to the ESA.

SCOPE OF SERVICES

For this project, the consultant will be under contract to advise the ESA on issues pertinent to its RFP process to select a ground emergency ambulance service provider; inform the ESA of any new information in the ambulance industry or EMS community relevant to the ESA's proposed RFP process; and consult with the ESA on its selection of a contractor and final contract negotiations. Tasks associated with this scope may include, but may not be limited to, the following:

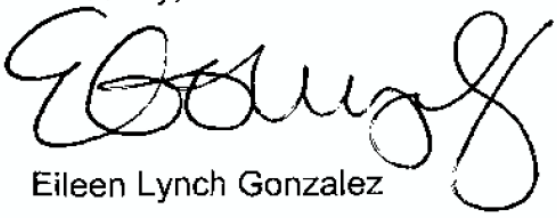
- Review the current contract to determine if all needs, capabilities and expectations for the program are described adequately.
- Advise the ESA of any information that may be added to the RFP to enhance the contract or meet the anticipated demands of changes in federal healthcare law or other developments in the ambulance transport industry.
- Analyze components of the RFP process to determine if an open and fair competitive process is apparent.

- Meet with stakeholders, including Fire Chiefs, elected officials, and representatives of the local health care and public safety systems to determine and/or validate requirements for the RFP process and subsequent negotiations with the successful vendor. Please propose anticipated trips to El Paso County that you and your firm believe are needed. The ESA staff is able to provide project support to facilitate electronic communications with stakeholders as necessary.
- Incorporate your knowledge and experience of EMS practices in other jurisdictions to encourage potential vendors to propose options for delivery of the ground emergency ambulance services sought by the ESA.

As part of your proposal, please submit a fee schedule with an anticipated timeline to assist with the RFP process up to and including the recommendation for award and possible protest period. Please include your hourly rates and expenses should additional time and/or requirements be added. Additional information relating to the ESA and its contract can be found on its website at www.esaboard.org.

Thank you for your interest in this project and for your recent valuable assistance to the ESA. I look forward to receiving your proposal.

Sincerely,



Eileen Lynch Gonzalez

Exhibit A

Phase 1 – Ambulance System Assessment

- Review the existing pre-hospital care system, including ambulance and first responders, to determine needs, capabilities and expectations for the program.
- Request, collect and analyze final data as may be necessary to develop a quality plan.
- Meet with the ESA, task force and its committees to assure close coordination and cooperation in project development
- Conduct such special surveys as may be required for capabilities of current providers ground emergency medical service transport units.
- Conduct on-site visits to hospital providers to determine needs.
- Disseminate report to task force members, ESA, emergency medical services and other persons as appropriate.

Phase 2 – EMS System Assessment

- Analyze other components of EMS system, including 911 access, communications, dispatch, hospital linkages, other medical transportation services (e.g. air), Homeland Security, major emergency response, quality improvement (e.g. data collection and system evaluation), mutual aid, funding and other system components.
- Request, collect and analyze final data as may be necessary to develop a quality plan.
- Meet with the ESA, task force and its committees to assure close coordination and cooperation in project development.
- Disseminate report to task force members, ESA, emergency medical services and other persons as appropriate.

Phase 3 – Ambulance and EMS System Plan Development

- Develop a draft plan consistent with the needs identified in Phases 1 and 2 above.
- After receiving feedback on the draft plan documents, submit this draft to all appropriate entities for approval.
- Revise the ambulance and EMS system plan based on input received.
- Provide alternative and contingency plans depending on developments in members' plans relating to the provision of ambulance transport services within their borders.
- Propose alternatives that may affect the delivery of emergency medical services and transport services in El Paso County as it relates to the Federal Patient Protection and Affordable Care Act

Phase 4 – Contract Award

- Assist with the selection of and contracting with ambulance provider
- Identify other key EMS system providers and assist with their further development as needed.

The Public Safety Research Group

FIRE- EMS - URBAN THREAT/WMD – EMERGENCY OPERATIONS PLANNING

www.thepsrg.com

13835 N. TATUM BV, SUITE 9-119
PHOENIX, ARIZONA 85032-5590

602-708-6289
Email: jcaltmann@thepsrg.com

April 22, 2013

El Paso County Emergency Services Agency
Attn: Eileen Lynch Gonzalez, Contract Business Administrator
P.O. Box 1575 - MC1370
Colorado Springs, Colorado 80901-1575

Dear Mrs. Gonzalez:

The Public Safety Research Group submits its response to your Invitation to Submit a Proposal for Ambulance Contract consulting work.

PSRG proposes to adhere to the provisions described in the invitation and is committed to enter into a binding contract to provide services. This proposal is valid for a period of 120 days following the date of receipt of our proposal. This document is as detailed as possible. However, if I can provide any additional information, please feel free to contact me at 602-708-6289 (cell/text).

I am the authorized to bind the Public Safety Research Group and its consultants to make the offer contained in our response.

Sincerely,

JON C. ALTMANN
Owner

The Public Safety Research Group

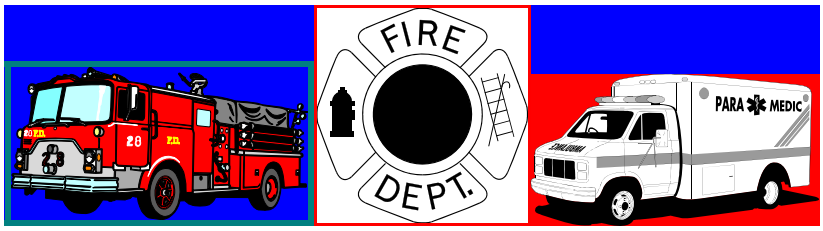
PROFESSIONAL CONSULTING SERVICES

INVITATION TO SUBMIT A PROPOSAL
FOR THE
EL PASO COUNTY, COLORADO
EMERGENCY SERVICES AGENCY

PROPOSAL TO PROVIDE
CONSULTING SERVICES

FOR THE
EL PASO COUNTY EMERGENCY SERVICES AGENCY

SUBMITTED BY
THE PUBLIC SAFETY RESEARCH GROUP
April 22, 2013



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Executive Summary

The Public Safety Research Group (PSRG) proposes to perform the services requested in the April 12, 2013 Invitation to Submit a Proposal for Ambulance Contract Consulting issued by the El Paso County Emergency Services Authority (ESA) As detailed in the Scope of Work in the invitation, PSRG proposes to meet or exceed the information needs of the ESA to prepare it for a competitive ambulance RFP process and assist the steps following the submission of responses.

We propose a team with extensive experience in municipal management, fire department and emergency medical service operations, fiscal management, emergency medical services, ambulance industry operations, human resources and workforce development and with a great depth in providing senior and executive leadership of municipal services and public/private partnerships.

The PSRG team has great depth in all the component fields targeted for this project. In addition to decades of leadership experience, each of our team members has many years of sharing their expertise as consultants, mentors and advisors to city and county government agencies. These attributes well prepare us to provide the a thorough, thoughtful and experienced analysis service. Each of our consulting team members is well experienced in public policy formation and decision processes.

This proposal combines an unique set of skill sets to assist all parties in reaching comprehensive, well-designed solutions underscored by well-documented findings to assist your community in arriving a well validated options. The services we provide will assist key public policy, public safety and government executives, along with labor leaders in making a well thought out decisions that can be acted upon with relative ease and backed by a factual foundation.

PSRG mentors success in public safety, assisting agencies and communities in

simply delivering a quality service and achieving solid public safety coverage more efficiently. This quest for a more financially efficient and/or a shared resource type service keeps in mind that while seeking those economic efficiencies, that the bar for good public safety service will remain high.

Our team is well versed not only in the technical and financial aspects of these studies, but well experienced in public policy decision processes, helping community leaders build a solid decision base.

PSRG was the previous provider of these services to the ESA in a similar process five years ago and is well familiar with El Paso County and its needs.
PSRG is responsive the requirements and we are prepared to begin work within a short time after award signing.

Company – who we are

Proposer Contact Information

Firm Name: Public Safety Research Group

Firm Address: 13835 N. Tatum Boulevard, Suite 9-119
Phoenix, Arizona 85032-5590

Contact Name: Jon C. Altmann, Business Manager/Owner

Contact Telephone: Cell/Text: 602-708-6289

Contact Email: jcaltmann@thepsrg.com

1. FID/SSN: Federal Employer ID: 20-4931915

2. Name of Owner: Jon C. Altmann

Company Profile

The Public Safety Research Group - "PSRG" - is a network of public safety industry leaders and experienced practitioners. This networking, or consortium approach, enables us to deliver a significant amount of expertise and capabilities. We bring under one roof the experience of several seasoned professionals.

Our Mission Statement: ***"Mentoring leadership in emergency services."***

Our principle line of business is to provide professional consulting and management expertise for independent, factual review, support and/or development of public safety services. Our principle customers are city and county governments/agencies in population areas of approximately one-quarter million persons or less.

The firm is based in Phoenix, Arizona. Our consultant associates are home based in various parts of the United States. We employ modern technology to provide a virtual office environment with teleconferencing, web casting, video conferencing and other modern electronic mediums, keeping our costs down, yet bringing people and issues together in a timely way. During austere funding times, we are driving down the cost of getting highly qualified assistance so city and county governments realize a savings while getting top notch experience.

PSRG was founded in 1975 by its owner, Jon C. Altmann, initially providing research and professional published studies and expanding over the years into a full-time consulting group providing a broad range of services. In the past decade, PSRG has delivered some of the leading Request For Proposal studies and processes in public safety. It networks various consultants into a seamless, central organization to provide professional consulting services. The approach allows us to tailor a response to a community's needs, while keeping our services cost efficient and competitive.

PSRG specializes in serving public sector agencies and regions with populations generally about a half-million persons. The rural, urban and small to mid-size communities have specialized needs and are often confronted with limited resources or geo-political concerns. The PRSG team focuses on this scale of resources versus community need and delivers consulting/information products tailored to the landscape and stakeholder concerns in relation to the community resources.

The PSRG collection of team members brings together under one banner the expertise of many using a customized staffing approach designed to deliver both state of the industry standards in academic and hands-on experience that comes only with seasoned professionals. Our approach also allows our team members to maintain individual consulting practices.

Each project is customized with our selection of staff members.

PSRG staff capabilities include, but not necessarily limited to:

- Fire department command structure and management
- Fire/EMS training programs
- Public sector finance management
- Fire/EMS system design
- Related Ambulance transport services and pre-hospital care
- Strategic budget and resource planning, including best practice design and system audits

- Public Education, Community Relations and Prevention Programs
- Public Policy Development as it relates to Fire, EMS/Pre-Hospital and Emergency Planning
- Urban Threat/Homeland Defense and related public safety agency/infrastructure security planning and evaluations
- Strategic intelligence integration/applications for local/regional homeland security plans and operations

Each PSRG associate is experienced in their field and has served on a full-time, career basis in each specialty area. In most cases, our associates have been field providers of fire or other emergency services. Our associates have been employed in either public or private sector positions of progressive responsibility and leadership, including:

- Fire/EMS department administration
- Municipal government administration
- Fire/EMS operational field command
- Homeland security/intelligence
- Public policy development and implementation for public safety agencies
- Legislative and public affairs in Fire/EMS/Pre-Hospital industries
- Ambulance industry operational and executive leadership
- System delivery design
- Public Safety/9-1-1 Communications
- Strategic budget planning and fiscal planning strategies
- Public/Private partnerships in public safety services
- National intelligence analysis and operations as it relates to homeland security

Just as the Fire Service uses the team concept of mutual aid between departments, PSRG brings a highly talented Fire/EMS team under one roof. The experience of each of our team members is combined to a form an overall common experience factor qualifying the PSRG team itself to meet your project goals and budget concerns.

- *PSRG will use industry recognized leaders on its team*
- *PSRG will employ the latest multi-media communications techniques to provide more interface with agency personnel*
- *PSRG will deliver the end product within the budget set by the agency, conserving financial resources during a national period of challenging public funding.*

Each project has a designated project manager, who serves as the Point of Contact for the project customer. We match the project manager to the needs of the project and regional experience.

Each individual consultant has an average combined executive leadership/consulting experience approaching or exceeding 20 years each.

We maintain strategic business partnerships with specialized firms in public affairs/communications and network/electronic communications for partnership on specific projects requiring technical expertise. For example, this may include technical communications planning for 9-1-1 dispatching systems or public opinion surveys adjunct to a major public policy change by elected/appointed officials.

PSRG assumes all liability and responsibility for its work and its team members. We carry professional and liability insurance that often exceeds the standard requirements of public contracting entities. We have always fulfilled our projects without claim. Each of our team members in their individual practices has the same impeccable records of service.

Project Management Team

PSRG Proposes the following management team lead this project:

Project Manager:
Jon Altmann

Fire/EMS Interoperability Consultants: Cliff Jones with additional mentorship of final report by Gary Ludwig

EMS/Ambulance Industry/Hospital Consultants: Michael Shabkie and Derrick Johnson

The credentials and management team qualifications are presented on the following pages.

Project Team

Jon C. Altmann, Research Team Manager

Mr. Altmann is a past executive that participated in the design of the emergency medical response systems used in Arizona, Colorado and California. He is well experienced with the automatic mutual aid systems and multi-jurisdiction response systems. He has a background in public policy, budgeting and multi-jurisdiction response plans.

Jon Altmann has great depth in public/private partnerships. A significant part of his professional public safety work has been in developing cost-effective and high performance customer service approaches that compliment the core service delivery needs of communities.

Adding to his skill set, he has provided consulting services to various Professional Fire Fighter associations and while working as a corporate executive in the ambulance industry, was his company's key advisor on labor relations, many of which were officially recognized in negotiated labor agreements. He has extensive work force relation experience. During his three year tenure as that firm's key national labor advisor, his employer had no labor disputes and successfully completed labor negotiations that resulted in increased company productivity and worker satisfaction.

Team Members

- **Cliff Jones,** Retired Fire Chief and Board Member of the Center for Public Safety Excellence
- **Gary Ludwig,** Deputy Fire Chief for the City of Memphis and nationally published EMS author, columnist and lecturer; retired EMS Chief, City of St. Louis, Missouri
- **Derrick Johnson,** Experienced Fire Officer, Paramedic and chief operating officer of a regional in home care hospice care service, and well versed with provisions of the Affordable Care Act.
- Michael Shabkie, Experienced ambulance industry manager, hospital ED coordinator and experienced with data and other requirements of the Affordable Care Act.
-

The professional background, caliber and expertise of the team are detailed on the pages following this section introduction.

While our consultants may engage in other projects on their own, they work as the PSRG team. The references submitted include both for work as a PSRG Team and selected relevant references of the individuals on this team to authenticate their abilities for this project.

Jon C. Altmann

Phoenix, Arizona
602-708-6289
jcaltmann@thepsrg.com

Jon C. Altmann is the President/Owner of the Public Safety Research Group (PSRG). He has more than 30 years experience in public safety work, including professional journal articles, research, operational leadership of a large EMS system, corporate executive of one of the nation's two largest ambulance service providers and a background in intelligence work related to homeland defense. He served 22 years active and reserve service in the defense intelligence community, retiring from a senior leadership position on a national command staff, with experience in homeland defense related areas.

Mr. Altmann's public safety and EMS work experience spans several states. He has performed consulting or professional industry management work in Arizona, Florida, Colorado, New Hampshire, New Mexico, Colorado, Oregon and Texas. He has also been retained to provide expert testimony and consulting services for land use and planning and zoning cases heard before various jurisdictions, on public safety planning and services as they may relate to various public policy cases.

Collateral with PSRG, Mr. Altmann has held several executive and senior management/leadership positions in the ambulance industry. This included the dual national executive level positions of National Marketing Director and National Relations Director (for labor relations) with the Rural/Metro Corporation. Rural/Metro is America's second largest provider of emergency and non-emergency ambulance services. Rural/Metro is also the nation's largest provider of private fire protection services, contracted to cities, airports and industrial/factory facilities. He led multi-state marketing efforts and was the company's lead executive for major market development and bid/proposal responses including budget development for new projects, financial evaluation of markets, evaluating new business opportunities and initial on-site implementation of new contracts. This included an in-depth background in multi-jurisdictional stakeholder relationship development and continuity management.

Prior to joining Rural/Metro, he was a senior operations manager with Southwest Ambulance, a major regional 9-1-1 ambulance provider serving more than 20 fire departments with public sector contracted services in Central and Southern Arizona. He has past certification as a field EMS provider. He coordinated 500 EMS employees deployed in 70+ ambulances over four urban/rural counties

serving 80% of the state's population. Additionally, he has performed national level and local studies on fire and EMS service delivery for professional fire fighter associations.

Mr. Altmann retired from the U.S. Navy in November 2006 from active and reserve service, as a Navy Senior Enlisted Leader (Senior Chief Intelligence Specialist), with his final assignment on the national command staff of the Navy Intelligence Reserve Command. Navy work focused on strategic personnel budgeting and manpower planning for more than 2,000 uniformed intelligence personnel.

Mr. Altmann has a Bachelors degree from Arizona State University and is a graduate of senior intelligence leadership and management courses with the Office of Naval Intelligence and the Defense Intelligence Agency.

He was an investigative reporter with a major metropolitan daily newspaper, covering police, fire and EMS beats. With that experience, he progressed into publishing professional review articles in the nation's leading fire and EMS journals and was later engaged to assist agencies in various studies. He has been published since 1975 in various professional journals, including FIRE COMMAND, Fire Engineering, Western Fire Journal, Nation's Cities and FireTimes on emergency medical services, hazardous materials response programs, fire tactics and general management issues, 1975-2008. He has edited professional journals in the Fire/EMS and Criminal Justice.

He has spoken before various Fire/EMS organizations and training conferences as a guest lecturer. He is active in national, professional community and education boards and city commissions. He currently serves as a commissioner on a City of Phoenix commission. He has held past appointments to City Council appointed committees in Phoenix and Scottsdale, Arizona. He is also serving as a national officer of a major Washington, D.C. based veterans service organization and has previously served as a national treasurer and chief financial officer of another national veterans organization. He is published regularly in the *Navy* Magazine, published by the Association of the U.S. Navy.

Mr. Altmann has no financial interests in any ambulance firm.

References

- Hank Domeracki, Director, State of Texas Municipal League Risk Pool, 1821 Rutherford Lane, First Floor, Austin, Texas 78754; Tel: 512-491-2331; Email: hdomeracki@tmlirp.org.
- Hon. Andy Kunasek, Chairman, Maricopa County Board of Supervisors, 301 W. Jefferson Street, Phoenix, Arizona 85003; Office Tel: (602) 506-7349
- Alan V. Brunacini, Retired City of Phoenix Fire Chief, 3102 E. Orangewood, Phoenix, Arizona 85051; Phone: 602-228-4261; Email: alanbrunacini@cox.net

Cliff Jones

Tempe, Arizona 85281

Cliff Jones is a nationally recognized fire chief and fire service executive. He retired in 2010 after having been a member of the Tempe, Arizona Fire Department for over thirty-eight years, including 22 years as Fire Chief.

Notable in his service as Tempe's Chief Fire Officer, is that it is the home to Arizona State University's main campus. The University campus is served by the Tempe Fire Department for all fire and emergency medical services responses. The campus is 642 acres large and has more than 70,000 students attending. Several dormitory and other living facilities are on campus, in addition to several chemistry and other industrial type labs.

In July 2009, Chief Jones was re-designated as a Chief Fire Officer through the Commission on Professional Credentialing.

Chief Jones' educational background includes an Associate of Arts Degree in Fire Science from Phoenix College, a Bachelor of Science in Political Science, and a Masters Degree in Public Administration from Arizona State University. In 1999, Chief Jones was selected for, and attended Harvard University's Program for Senior Executives in State and Local Government.

In 1997, Chief Jones was selected Career Fire Chief of the Year in the United States by Fire Chief Magazine.

Professional memberships include the International Association of Fire Chiefs (IAFC), the National Fire Protection Association (NFPA) and the Institution of Fire Engineers-United States of America Branch.

He serves as an instructor in the Arizona State University Fire Services Program in the areas of fire service program management and accreditation, leadership, fire department budgeting, and fire service administration. Currently, he serves on the Board of Directors of the Center for Public Safety Excellence (CPSE), which is headquartered in Chantilly, Virginia. He was elected as Chairman of the Commission on Fire Accreditation International in January 2000.

Community involvement includes serving as a member of the Board of Directors for St. Luke's Medical Center and Tempe St. Luke's Hospital, membership in and Past President of the Tempe South Rotary Club. He is a Past Board of Directors Member and Past President of Tempe Leadership, and served as the Chair of the Tempe Advisory Board of the Salvation Army. He also serves on the Military Affairs Committee for the Tempe, Arizona Chamber of Commerce. Additionally, he serves as a Member of the Board of Directors of The Centers for Habilitation.

Chief Jones and his wife Sherri are retired in Tempe. One of his two twin sons is a career firefighter with an Arizona fire department.

References

Harry Beck, Fire Chief, City of Mesa Fire Department, Mesa, Arizona; Phone: 480-644-2101; Email: harry.beck@mesaaz.gov

John Pickens, Police Chief, Arizona State University Police Department, Tempe, Arizona; Phone: 480-965-6353; Email: john.pickens@asu.edu

Gary Ludwig

St. Louis, Missouri
& Memphis, Tennessee

Chief Ludwig is a recognized national fire and EMS expert, pioneering many concepts which are now standard practice in fire and EMS systems. Mr. Ludwig has more than 30 years of Fire and EMS experience. He operates his own consulting practice, Gary Ludwig, LLC., having performed more than 200 consulting projects in his own right.

Mr. Ludwig retired as the Chief Paramedic from the St. Louis Fire Department in 2001. He was employed full time with the City of St. Louis for 25 years after starting employment with the City two months out of high school. During his career he rose through the ranks and managed various programs or Bureaus including field operations, support services, and the Fire Alarm Communications Center.

During his tenure with the City of St. Louis, Mr. Ludwig had countless accomplishments. It was during his administration of EMS, that the fire department was awarded "Missouri's EMS Service of the Year for 1998" and he personally was awarded "Missouri's EMS Administrator of the Year for 1998." He has received several Mayoral Awards for Heroism and two Mayoral Awards for safety and improved levels of service.

After retiring from the City of St. Louis, Mr. Ludwig accepted a position as Director of Emergency Services for Jefferson County, Missouri. After leaving that position, he joined the Memphis Fire Department as a Deputy Chief in charge of EMS.

Chief Ludwig also serves as Director of EMS and fire education programs for Sanford-Brown College, and volunteers as a paramedic/ firefighter for several fire districts in Jefferson County, Missouri.

Chief Ludwig has earned a Bachelors degree in Business Administration and a Masters degree in Management and Business. Additionally, he is a licensed paramedic.

Chief Ludwig is also a contributing editor and writes a monthly column that

appears in Firehouse Magazine and is a "page one" columnist for Firehouse.com. Additionally, he writes a monthly leadership column that appears in JEMS Magazine.

He has authored over 300 articles in such publications as the IAFC's On Scene, 9-1-1 Magazine, Fire Chief Magazine, Firehouse Magazine, Journal of Emergency Medical Services, EMS Magazine, and National Fire & Rescue.

Also, Chief Ludwig is a nationally known and requested speaker and has made over 175 public presentations at conferences or professional seminars in 42 states and several foreign countries.

References for Gary Ludwig:

Charles Londo
Monroe County Administrator/Chief Financial Officer
106 E. First ST,
Monroe, MI 58161
Email: charles_londo@monroemi.org
734-240-7046

Ed Richards, Fire Chief
Enfield Fire Department
200 Phoenix Avenue
Enfield, CT 06082
Tel: 860-745-1878
Fax: 860-745-7114

Michael D. Shabkie

Phoenix, Arizona

Michael Shabkie has extensive EMS and Healthcare management experience in Arizona, Texas and Colorado, with both the public and private sector. He is the the CEO of Priority One Ventures, an Arizona based Health and Safety Solutions Company. He formerly served as the President of Elite Medical Transport; a Texas based air and ground Ambulance Company serving Southern New Mexico and West Texas. He has also been a national registered certified paramedic for more than 12 years.

He previously served as Regional Vice President for a publically traded health and safety company. He provided executive leadership to over 1500 employees in Arizona, New Mexico and Utah. He was primarily responsible for the development and implementation of new 911 emergency and non-emergency ambulance operations in Arizona, New Mexico and Utah.

He also served as a key collaborator for EMS system design, political and public affairs, and acted as an executive advisor on operational processes. Additionally, he oversaw an EMS budget of $55 million.

Prior to 2003, he was employed as the Program Director for the Medical Center of Aurora. He managed the EMS-Pre-Hospital program for Aurora, Colorado's trauma center. This included managing an emerging program for a high volume trauma center, developing internal and external EMS quality assurance programs and serving as the project manager for exploring alternative transportation, treatment and destination models for the EMS system.

He was concurrently contracted as the Health Alert Program Manager for the City and County of Denver Health and Hospitals System. This position was funded by the Center for Disease Control and was responsible for enhancing the EMS and Public Health response to a biological weapon of mass destruction.

From 1992 to 2000, he served in a variety of ambulance management leadership positions in Colorado, Texas and Arizona. He was the inaugral contract start operations manager for an innovative public/private 911 contract with the City of Aurora, Colorado, overseeing daily operations of an urban ambulance service contracted with the City of Aurora.

Following his work in Colorado, he led the Arlington, Texas contracted 9-1-1 Ambulance EMS operations. He managed all aspects of the administration and operations of a dedicated 9-1-1 ambulance transportation system serving a 310,000-population suburb of the Dallas-Fort Worth Metroplex. He oversaw a budget of more than $7 million with more than 140 EMS personnel for the private ambulance provider.

Prior to his promotion into management, he was a Nationally Registered Paramedic and State Certified Firefighter. He also served as the Business Manager for Industrial Local I-60 of the International Association of Fire Fighters (IAFF), representing EMS employees in Arizona in a 300 member union local.

Mike has completed research leading to publication on EMS Endotracheal Tube Placement in the Prehospital Setting. Additionally, he was a key contributor to a large multi-disciplinary approach to the aggressive recognition and management of acute myocardial infarction in the pre-hospital setting. The end result of this latter project was an innovative EMS program allowing paramedic field providers to directly activate the hospital cardiac catheterization lab and perform transport directly to that facility within the hospital.

Mike Shabkie holds a Bachelor of Science Degree in Business Management from San Diego State University. He has completed additional education in Emergency Medical Services – Fire Science Technology, Emergency Medical Dispatcher - National Association of EMD; HazMat First Respoder - U.S.D.O.T.; EMS Technician - U.S. Domestic Preparedness Program; and National Incident Management System - Task Force Leader. Mr. Shabkie is a veteran of four year of active duty service in the U.S. Navy.

Mr. Shabkie has no financial interest in either Rural/Metro or American Medical Response.

Derrick Johnson

Phoenix, Arizona

Derrick Johnson has significant workforce, training and education experienced in the Fire Service and EMS, including past work to assist agencies such as San Jose and Fairfield, California with workforce design leading to improved service and labor/management relationships. He has been a career fire service member since 1980.

Mr. Johnson is also a principle with Hospice of the Southwest, an-in home hospice service for patients in the metropolitan Phoenix area and two other Arizona counties. He oversees personnel and business development for the enterprise which daily provides hospice care for more than 100 patients in multiple Arizona counties daily.

Mr. Johnson has a bachelor's degree in Business Management, from the University of Phoenix, 1998; he is an Arizona Certified Emergency Paramedic, with the Phoenix Fire Department, Phoenix, Arizona; and has completed course work in a Masters of Business Administration program at the University of Phoenix.

Professional Experience

1980–1983: Fire fighter, Rural Metro Corporation, Tucson, Arizona. Fire fighting duties and provided basic emergency medical services.

1983 -1987: Fire fighter, Phoenix Fire Department. Fire fighting duties and provided basic emergency medical services.

1983 - present: Fire Captain/Paramedic (Fire Captain since 1995), Phoenix, Fire Department. Fire fighting duties and provide advance life support services. He is a trained in special operations (helicopter operations, water rescue, trench and building collapse, mountain rescue and US Urban Search and Rescue Team (USAR) incidents.

1989- September 2003: Trustee and Executive Officer. United Phoenix Fire Fighters Association, Local 493, Phoenix AZ. Elected and appointed officer. Co-chair of labor/management committees with Assistant and Deputy Chiefs in the areas of medical services, department recruit hiring and training, department hiring, technical services (technology), department wellness, special operations,

and safety.

Co-chair of labor/management committees with Assistant and Deputy Chiefs in the area of community affairs. This includes life safety education, community involvement, internal communications, arson investigation and representation of members during employee discipline. Participated in labor/management, customer service, and internal relations' seminars in various fire departments throughout the U.S.

2000- 2002: Secretary-Treasurer/Public Affairs Director, Professional Fire Fighters of Arizona. Developed relationships and work with community leaders and policy makers at local, state, and national levels in the area of public policy.

2002 – June of 2003: Executive Vice President, Professional Fire Fighters of Arizona.

2001- 2006: Associate Instructor at Arizona State University East. Developed curriculum and instructed a course in labor relations in the public sector.

1992- 1997: Part-time faculty at Maricopa Community Colleges (Phoenix College). Instructed students in Introduction to Urban Search and Rescue and developed curriculum for and instructed fire department entry selection and preparation.

Mr. Johnson has conducted labor/management workshop/facilitation, seminars and recruitment development for fire departments in San Jose, Fairfield, Orange County Fire Authority CA, Seattle, and Avondale Arizona.

Community Activities

Derrick Johnson has a substantial record of community involvement and leadership at the Federal, State, County and City levels, participating as a board member of various official boards and committees, including the Arizona State University (ASU) East Advisory Board, Member, Advisory group to ASU East fire science and engineering degree program; 2001- present: Arizona Policy Form, Board Member (non-partisan think-tank that addresses public policy in the State of Arizona - Served as Treasurer, 2002-2003 and President July 2003); past member of the City of Phoenix Workforce Diversity Taskforce; past chairman of the City of Chandler, AZ Bond Election Committee and Public Safety Chair; since 1999 is a member of the Washington DC based Coalition for Juvenile Justice and was elected Western Region Vice-Chair, 2001- 2003; and past member of the Governor's Arizona Juvenile Justice Commission. He also has served as a Commissioner, Board of Adjustment for the City of Chandler, Arizona, was the board chairman for two years.

References

Alan Brunacini, Retired Phoenix Fire Chief, Phoenix Fire Department and President, Fire Command Seminars, 3102 W. Orangewood, Phoenix, Arizona 85051; 602-228-4261; email: alanbrunacini@cox.net

Lisa Weyer, Stepping Stones of Hope, 4000 N. 7th Street, Suite 108 Phoenix, Arizona 85014, Tel: 602-264-7520 Email: lisaw@steppingstonesofhope.org

Responsive to the Scope of Work Requirements

PSRG will perform all work under its name, its insurance and with the staff listed in this proposal. Our team members are well experienced in the industry standards associated with the Fire/EMS industry. This includes:

- National Fire Protection Association
- National Institute of Standards and Technology
- U.S. Department of Transportation and associated Highway Safety programs
- American College of Emergency Physicians
- U.S. Department of Homeland Security

PSRG team members are well experienced with the professional standards and practices of several industry professional, labor and trade organizations, including:

- International Association of Fire Chiefs
- International Association of Fire Fighters
- International City Managers Association
- Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International)

Project Approach and Detailed Project Plan

Our specific strengths for this project are centered in our ability to objectively conduct the research, manage multiple project priorities and blend both outside experts and local resources while building support for an outcome that meets the customer's needs. The Public Safety Research Group's five key strengths include:

- Our philosophy
- Project experience
- Timeliness and customer service
- Tangible results
- Talented and experienced consultants

Our time-tested business and research approach is presented in this section. We will custom tailor our approach to meet the needs of the RFP after an initial meeting – all as outlined in this section.

Our Philosophy

The philosophy of The Public Safety Research Group is to provide our customers with innovative yet practical solutions and options. We carry out this philosophy by first making sure that we have a detailed understanding of the customer's current situation and the desired outcomes of our work. We look at each individual customer's strengths and opportunities for growth using an evaluation model that acts as a tool and a basis for our work. We seek out each stakeholder in the process.

Mission Statement

Commitment to Mentoring Leadership In Emergency Services

We assure that our solutions will be acceptable and have the ability to be implemented by each individual customer. We are committed to providing customized models, objective research, creative recommendations, and quality products and services in a timely manner that responds to each client's unique needs.

Our strength lies in our ability to provide high quality products and services that meet our client's needs and objectives. This dedication to excellence results in highly detailed project work, clearly stated objectives and activities, and concise recommendations. As proof that this comprehensive approach works, a majority of our business is generated from client referrals and repeat business.

The best way to assure that we understand the customer's history, current situation, and needs is to spend the time necessary to reach the understanding with the customer. Our proposal includes the commitment of a large amount of time in your community.

Direct interaction with the customer provides the best quality information for the formulation of recommendations.

Our approach to your project will be to clearly establish your goals and objectives, and work toward them through an **interactive and professional** manner at every step of the process.

Project Experience

The Public Safety Research Group methodologies are time tested. The experience of the firm and the individual consultants involved represent an outstanding experience base for the tasks at hand.

The firm has been involved in consulting representing a diverse client base. The organizations that The Public Safety Research Group has consulted for includes career and volunteer fire departments, third service and contracted EMS systems, joint powers/multi-jurisdictional authorities and fire and EMS workforce groups.

Highlights

- Proven track record of our associates
- We promote the profession as a whole
- Utilizing time tested methodologies
- Collaborative stakeholder approach to all projects
- Core focus on customer service
- Identifiable results to address your needs

Some of our projects have been a comprehensive and complete analysis of the customer's entire system with a compilation of numerous recommendations for improving the system. Other projects have included multiple agencies and providers who are integrated into one system, the development of Master Plans, or the development of specifications for RFPs in public/private partnerships. Additional projects have been minor in nature and may include a simple review of a report, oral presentation to a legislative body or government administrator on behalf of the system.

Timeliness & Customer Service

The firm is known for producing its work on or before the scheduled completion date. Timeliness also involves consultant access and response times. Both are important in consulting, as they are in emergency services. Consultants on this project will be available to the County personnel at any time to address concerns or answer questions.

We are strongly centered on providing customer service. It is The Public Safety Research Group's goal to achieve complete customer satisfaction with the finished product.

Tangible Results

Tangible results in consulting means developing solutions addressing the client's needs and providing solutions that can realistically be implemented. The PSRG develops innovative solutions to the issues that can be implemented**. Our reports stress solutions that are customized for each project - not canned responses.** Because we are a small firm, we can easily flex to meet the needs of our customer and provide innovative, customized solutions.

Talented and Experienced Consultants

The team of consultants to be used on this project is nationally known and respected experts in their fields. Our team approach has decades of experience. We are not the result of the conglomeration of smaller consulting groups merged into multi-function organizations that tend to take a broad stroke approach. We are the evolution of experienced, seasoned professionals still actively practicing our trades.

All consultants are actively involved in the fire service, EMS service, or related fields and are up-to-date on the issues impacting these professions.

Consultants proposed for this project have career fire service or EMS management - leadership experience, including public and private sector executive level experience. As will be demonstrated in more detail later in this proposal, all consultants on this project are leaders in their field and have provided unique and innovative solutions for other agencies.

Project Methodology

We believe that a structured and disciplined methodology works to the advantage of the City and PSRG. Our approach to this project fully reflects our knowledge and comprehension of the needs and expectations of your community. We are dedicated in our approach to not only fulfill the assignment, but to exceed the customer expectations. This section describes our standard approach and methodology to our projects, which will be applied to this project.

There are several fundamental and important components of our approach to any project:

- **Each consultant assigned to the project must have a clear and concise understanding of the goal and objectives.** We accomplish this by extensively educating all members of the project team with the goals and objectives, and all relevant information prior to arriving.

- **A methodical plan that is structured to the goals and objectives of the project, and is well planned and workable.** After a detailed understanding of the work is achieved at the kickoff meeting, a detailed project plan will be

developed. The plan will include a timeline, an interview schedule, goals for each interview, a plan to visit and assess all facilities and vehicles, and other related information.

- **The approach should allow for significant exchange, input, and feedback from the stakeholders in the community.** Our proposal includes a large number of opportunities for stakeholder input.

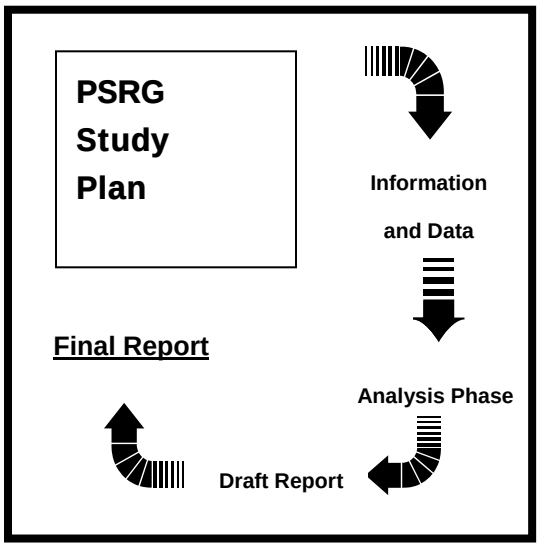
- **Dedicating sufficient time and resources to achieve customer satisfaction.** Our proposal includes a significant amount of time in your community for each consultant, as needed for the project.

- **Project is completed within the time frame and within budget.** This is included in the project plan.

- **Regular status reports.** These reports are provided to assure that all parties are aware of the status of the project and to keep lines of communication open.

PSRG envisions the following phases of the study:

1. Kickoff Phase
2. Information, Data Collection, Stakeholder Input Phase
3. Analysis Phase
4. Draft Report
5. Final Report Phase



Kick-off Phase

During this phase, members of the project team will attend a kickoff meeting with the key officials and others to:

- Come to a detailed understanding of the objectives and goals for the project.
- Verify key personnel to be interviewed and determine a tentative schedule for interviews and data gathering for each task.
- Establish a firm project schedule to be followed.
- Obtain copies of relevant documents surrounding the operation of the various operations (i.e. budget, regulations, ordinances, SOPs, run data, past studies (etc.)
- Identify any possible obstructions or problems that hinder the success of the project.
- Other tasks identified in the kick-off meeting.

PSRG does not believe a project of this nature should operate in a void. We will also review and evaluate documents and information on the community including the general layout and plan of the community, existing growth studies or plans, current and proposed land use plans. We will also obtain all relevant census data from the United State Census Bureau website (www.census.gov).

PSRG will coordinate with all core group members to develop a detailed Stakeholder Input Plan. This plan will be inclusive of all actions, task assignments, and a schedule of events.

Kick-Off Phase

- Meet with key officials
- Meeting with other key stakeholders
- Clearly define goals and objectives
- Establish relationships
- Identify key stakeholders
- Obtain pertinent data information
- Identify problems or hindrances
- Designate Point of Contact Person
- Monthly status reports

This kick-off meeting will also help to establish working relationships, coordinate logistical preparations, and finalize deliverables.

Also during this meeting, a person will be designated as the Point of Contact person for PSRG and the City. This Point of Contact person will be provided monthly updates as to the progress of the study and will serve as a liaison with agencies or individuals in the community where additional cooperation or information may be needed.

Information and Data Collection Phase

Task #1

After review of the information collected, members of the Project Team will travel return to conduct a comprehensive analysis, including conducting interviews, discuss statistical information, review planning documents, goals, objectives, and visions of city leadership, fire department leadership, hospital, and other stakeholders involved in the process.

Others who we anticipate possibly meeting with during this phase include the medical director, City planners and others that will be impacted by any recommendations or changes. Their input is vital to our understanding of the goals, objectives, recommendations, and the success of this project.

Task #2

During this phase, the project team will research the development of Fire/EMS services for the City and examine historical progress by which the community arrived at their current level of service. We will build on all historical reports and data.

Areas that will be examined include financing and governing mechanisms, any previous Master Plans, agreements, referendums, or merger efforts.

Key to this analysis will be the examination of current emergency and non-emergency services deployment and operations. Our study will include the number, type and purposes stations, organizational divisions and units, and the number and type of personnel and other resources assigned.

Sample Key Stakeholder Interview Goals

- Community & City leadership
- Fire Department leadership
- Hospital and medical providers
- Local government
- Firefighter personnel
- Medical Director
- Plus more…….

Task #3

PSRG will examine service delivery levels, including staff and deployment, management, operations, logistics, training and education, and medical direction. This includes compliance with national standards of fire response and medical performance, and trends of future needs in all communities.

Task #4

PSRG will evaluate the financial status of the operation. We will also examine current budget configurations in preparation for our financial analysis of the system. In particular, we will examine the options available to the City, as stated in the RFP and detail the financial and public policy ramifications of those options.

Task #5

PSRG will identify alternative delivery models that can be applied. This will also include a report on department's ability to meet the current needs and goals assigned to it. We

will not only meet the minimum RFP analysis requirements, but produce any additional alternatives that are applicable to the City, given its community standards, state and local laws, workforce conditions and other factors affecting the emergency services landscape. We will provide suggested benchmarks or other goals for city policy makers to consider.

Task #6

After the completion of all interviews and collection of data, PSRG will deliver an intermediate report to the City's Point of Contact Person to provide an evaluation as to the status of the review process and to ensure that all stakeholders have been involved in the process.

This report may be in the form of a presentation at the end of the data collection period or it may be a written report if desired. PSRG recommends a "pulse check" at the end of the data collection period. This meeting will allow the consultants to share their impressions of the information collected and allow key stakeholders to provide additional input and information prior to the development of the draft report.

Our draft report will meet the specific study product needs and required deliverables, as specified in the RFP.

Analysis Phase

The information collected and the findings will be analyzed and options developed by the Project Team. It may be necessary to request additional information from the agencies and/or individuals interviewed as the information is processed.

Our goal in this phase is to tackle issues that we have identified – and devise workable ideas, solutions, recommendations, and options for the decision-makers with the City.

During this phase, consultants will:

- Compile all of the information gathered thus far in the course of the project.
- Summarize the current state of the City Fire/EMS services.
- Research the opportunities for improving components of the system, both with the current system and considering other options.
- Develop recommendations and/or options for improving components through our analysis of "best practices" model in other systems.
- Identify alternative delivery models.
- Conduct the financial analysis of the system and alternatives; identify future funding mechanisms.

- Analyze the positive and negative impact of each recommendation and alternative.

- Completion of all other required deliverables, as stipulated in the RFP.

We will analyze the data we collected from interviews with key stakeholders, and provide recommendations and options for improving service delivery, along with the evaluating the options. Some of these recommendations and options will cover such areas as staffing, areas of coverage, resource management, policies and procedures, etc.

During this phase, we will also analyze our information with respect to the current Fire/EMS stations. When conducting these examinations, we will utilize our Best Practices Model when evaluating opportunities for improvement or standardization.

The project team will also provide alternates that "think outside of the box" and offer new and innovative means of addressing issues impacting the City.

Draft Report Phase

The principal consultants will compile the information from interviews, data collection, data analysis, and recommended options into a draft report and deliver it to the Point of Contact Person. The Point of Contact Person will then disseminate the document containing the preliminary findings to the necessary stakeholders for their evaluation, review, and comment. .

The modern model for delivery of emergency services has been evolving since the mid-1960s. Today, we have several different models for service, adapted to local community needs.

Throughout the country, regardless of model, during this 30+ year evolutionary process, systems have developed to the point that are commonly accepted standards or benchmarks that can be used to describe and to evaluate them. Using EMS as an example, these industry benchmarks originate in a variety of sources and serve as the conceptual framework for this system analysis. All of the benchmarks in this proposal can be found, in various forms, in the original "*15 Essential Components of an EMS System"* that were identified in the federal EMS legislation of 1973, and in the new "*10 EMS System Standards"* used currently by the *U.S. Department of Transportation* (1995) to evaluate state EMS systems. In addition, these benchmarks can also be found in the standards of the *Commission on Accreditation of Ambulance Services* (1994) and in the EMS accreditation standards developed by the *International Association of Fire Chiefs* (1995) and in the contracting guidelines developed by the *American Ambulance Association.*

Therefore, there are commonly accepted benchmarks or "best practices" as they have been laid down as a foundation for the analysis of any operation.

Key areas for evaluation will be as follows:

- Organization and Management Structure
- System Regulation and Policy
- Analysis and Planning
- Human Resources and Staffing
- Quality Improvement/Quality Assurance/Professional Standards
- Public Education, Information
- Medical Oversight/Control/Direction
- Finances and Budget
- Communications
- Training and Education
- Ambulance Placement
- Public/Customer Service
- Other Associated Components

System redesign evaluations will be conducted based upon optimal system designs reflective of cost-benefit analysis of specific design elements and after careful consideration of applicable legal, financial implications and industry trends.

Our recommended options will include any changes in methods of service delivery, personnel issues, changes in staffing configurations or levels in units or on apparatus/vehicles, station locations and response times, changes in job descriptions, regionalization of selected services, plus others.

Draft Report Phase Highlights

- Disseminated to key stakeholders
- Categorized and sequential recommended options
- Where applicable, will provide geographic display of impact through computer modeling
- All recommendations made with specific goals in mind
- Encourage feedback on draft report

Our recommended options where required and applicable, will provide a fiscal impact, with particular concern to the goals and requirements of the RFP.

Finally, where applicable, the draft report will contain a geographical and spatial description of suggested optional delivery models if necessary.

Any recommendations or options will be established with specific goals in mind. These goals are:

1. Maintain and enhance the quality of service.
2. Provide consistency with performance.
3. Increase efficiency and effectiveness of the system, as appropriate
4. Improve financial stability of the system by maximizing the use of

resources while improving efficiency and economy.

PSRG will entertain all comments from those reviewing the draft report. Any written comments that we receive will be included in an annex of the final report.

Final Report Phase

A bound document of the final report will be delivered as part of the deliverables required by the RFP, or as may be included in final contract negotiations.

Additional Information

PSRG shall be responsible for the professional quality, technical accuracy, timely completion and coordination of all services furnished.

PSRG'S maintains all appropriate insurance and is prepared to provide certification meeting or exceeding requirements.

Use of technology to reduce service costs

Every customer dollar is important, especially during financially challenging periods requiring more austere funding approaches. PSRG maximizes the use of technology. Some on-sites visits may have one key team member present and the others linked in using Webcast or Video Conferencing facilities. PSRG will work with your agency to determine which electronic means are most easily integrated into this project.

Regular reports will not only be produced in written form, but electronic copies and access to the reports by all key participants via a secure website operated by PSRG for this project. A public information component can also be added as an option to facilitate easy access by all stakeholders and others affected or involved with the study and its potential outcomes.

PSRG proposes making these technologies available to reduce the amount of personnel needed on-site – and to maximize city personnel time on the project, making it easier for them to participate and economize their time that may otherwise be spent traveling to a local meeting:

- **Telephone conference facilities** – PSRG has contracted facilities with toll free dial in for participants.

- **Webcast** – Web Video Conference – where applicable and easily integrated into existing city information technology resources – access provided by PSRG

The use of modern electronic facilities and methods allows PSRG to reduce some of the costs associated with projects by reducing the on-site footprint, but making available a maximum amount of personnel and information resources at his step of the process.

Proposed Project Timeline

The following page is sample projected timeline for this project.

Project timelines will depend upon the amount of work specified.

PSRG agrees to the four-phase project scope presented in the invitation. We propose a meeting a tentative deadline for the completion of a proposed RFP by July 1, 2013, given a contractual start date on or about May 1, 2013.

This schedule may be modified to meet specifications and take into account holidays, weather and other factors. Our schedule can also be modified to meet your deadlines.

Travel is contingent upon the project schedule having been met for each milestone. The shaded portions are approximate travel times. The travel budget included in this project includes a trip by the various team members to gather data and three trips by staff assigned to provide operational analysis and management interface with city leadership.

Specifically,

With the information provided in the RFP, we will meet the production cycle requested.

Related Experience

Projects by Public Safety Research Group

The professional liability insurance carrier for The Public Safety Research Group is Colorado Casualty Insurance Company. PSRG carries $2 million in liability coverage and is prepared to indemnify the City as an insured on its policy for the duration of contracted work. Colorado Casualty Insurance Company has provided our coverage since 2000 and we have claim free history with our carrier.

El Paso County - Colorado Springs EMS Ambulance Service Review and Ambulance Service RFQ Process - El Paso County Emergency Services Agency (ESA), 2007-2008

PSRG performed a detailed review of the EMS system and the contracted 9-1-1 ambulance services for the joint powers agency governing the county's EMS system. The county has a population of more than 600,000 people. The 9-1-1 contracted response also is required to blend in and support the County provided 9-1-1 ambulance services provided by some of the jurisdictions. The study data was then used by the EMS agency to design a RFQ for 9-1-1 ambulance services which PSRG drafted for the Agency and assisted the entire RFQ process. The ambulance service and EMS system had not been reviewed for more than 10 years. The county has more than 20 individual public sector fire/EMS agencies (career and volunteer staffed agencies) - all as stakeholders in the 9-1-1 ambulance services. PSRG interviewed each county fire and EMS provider agency, hospitals and allied health service users of EMS and ambulance services. Informational meetings and working groups were lead by PSRG as part of this contract.

PSRG provided technical assistance to the joint city/county contracting team to develop the RFQ, then assisted the ESA Board in its selection process and resulting contract after selection of a provider was made. The overall process increased the service levels to the county without any additional taxpayer cost.

Contact:
Commander Jim Reid, Chairman, ESA Board, 719-492-7353
P.O. Box 1575, MC 1370, Colorado Springs, CO 80901-1575

Town of Belmont, New Hampshire, 2006-2007, Fire & EMS Strategic Review & Plan

PSRG provided a thorough review of the town's fire and emergency medical services was done to assist the community in long range fiscal planning for the coming 5-10 years. The community was experiencing significant residential and small business growth. PSRG completed the study, enabling the town management and elected leaders to adopt a strategic plan that had fiscal and service options.

Contact K. Jeanne Beaudin, Town Administrator,
Town of Belmont, PO Box 310, 143 Main Street, Belmont, NH 03220
603-267-8300

Paramedic Electronic Patient Care Reporting System (EPCR) training system design and training program, City of Dallas, Texas, Fire Department, 2004-2005

Under contract with Southwest General Services, LLC, the ambulance billing contractor for the City of Dallas, Texas, PSRG providing a training system design then deployed the training system and trained more than 500 Dallas Fire Department paramedics in a new electronic patient care reporting system. The system enabled the city to abandon a paper system and have a real time tracking system to plot medical trends and gather information instantaneously for ambulance billing. The system meets a homeland defense need to be able to plot automatically a growing medical emergency that may be caused by a weapon of mass destruction. The training plan needed to meet department specifications and comply with current medical protocols. Client was Southwest General Services, LLC, of Dallas, Texas - Eric Fothergill Chief Financial Officer, 214-741-1430.

City of Lincoln, Nebraska, 2000 - EMS & Ambulance Services Review/System Design

The City of Lincoln serves more than 258,000 people and is the principle EMS provider for the city and adjacent rural communities. PSRG reviewed the city's ambulance and emergency medical services system. The resulting study had the city to restructure the Lincoln Fire Department to provide all 9-1-1 ambulance services and discontinue the private sector 9-1-1 ambulance contract. The project undertaken had a broader service impact in that Lincoln also provides the

9-1-1 ambulance services for the surrounding unincorporated county areas. The client was the Office of the Mayor of the City of Lincoln, Nebraska. The Mayor at that time and fire chief have since left office, but the system is still in place today, exceeding response time goals and staying within the forecasted personnel budget.

Public Safety Assessment & Analysis, Town of Gilbert Fire/EMS Budget, April 2010

This report was prepared for the United Mesa Firefighters Local 2260 to study the cost-effectiveness of the Gilbert, Arizona Fire Department and service delivery. The study was used as part of a special public safety sales tax vote advocated by the Gilbert Town Council and various public groups. Contact Bryan Jeffries – President – 602-527-3445.

Ambulance Certificate of Necessity Qualification Process and Financial Modeling, Black Canyon City Fire Department, Arizona, 2001

The State of Arizona awards ambulance licensing based upon a certificate of necessity process. The client, the Black Canyon City Fire Department, needed assistance in meeting the state requirements and having a financial model, including ambulance billing, to meet the licensing requirement. The department is a combination paid/volunteer organization that had expanded its EMS capabilities over a large rural jurisdiction area.

Contact: Tom Birch, Fire Chief, Black Canyon City Fire Department, 623-374-5512.

Review of Privatized Fire & EMS Operations, Arizona, 1988-1990

A review and comparison of privatized fire and emergency medical services in Scottsdale and Gilbert, Arizona communities, contrasted against a public sector fire department design. A political outcome attributed to the study was that the Town of Gilbert decided to abandoned contracted, privatized services in favor of a less costly public model. The Gilbert Fire Department continues to be an all-municipal operation today. The client was the International Association of Fire Fighters, Washington, D.C.

Review of Public versus Privatized Fire & EMS services, Lake Havasu City, Arizona, 1993

A comprehensive review and cost modeling comparison between a privatized city fire and emergency medical services department and the existing city fire department was performed. The Lake Havasu City Council abandoned a

privatization proposal and took recommendations from the study and implemented some fiscal changes in its fire department. The results were preservation of service levels while realizing some internal budget savings for the city. The client was the Professional Fire Fighters of Arizona.

Team Members' Individual Project Experience

Our Key West Team members each have significant project experience that is part of the PSRG total experience factor for this proposal.

Projects completed by Gary Ludwig

San Antonio Fire Department – March 2011
Review of current EMS education delivery model for EMT and paramedic programs and evaluation and options for bringing EMS education in-house and managed by the fire department.

Orange County/Orlando, Florida - 2005
Examination and evaluation of regional planning for fire and EMS service delivery; analysis of consolidation of Orange County Fire and Rescue and Orlando Fire Department.

Fairfax County Fire and Rescue Department, Virginia - 2004
Comprehensive review and analysis of partnership between career and volunteer fire departments in Fairfax County, Virginia. Project included interpersonal relationships, training issues, succession planning, strategic planning, financial planning, and capital resource planning.

Memphis (TN) Fire Department - 2004
Exhaustive evaluation and analysis of EMS system for the Memphis Fire Department. EMS system consists of 32 ambulances and 86,000 responses per year.

Chicago, Illinois - 1993
Detailed assessment of fire-based EMS program including deployment of advanced life support engines, number of ambulances, criteria-based dispatching, cultural attitude toward EMS, training, staffing, and chain of command issues. Sweeping overall changes within the Department were initiated as a result of the study.

Oklahoma City, Oklahoma – 1994
Development of strategic EMS delivery models for deployment and replacement of current system. The comprehensive review of fire and EMS services included an analysis of various delivery service options. Along with the analysis were evaluations of financials and operational impacts of the various service delivery models.

Phoenix, Arizona – 1997
Consultation, formulation of defense strategy, and expert witness testimony involved litigation matter involving accusations of deviations from standard of care models.

Additional work experience

Scott County, Kentucky - Evaluation, analysis, and feasibility of merging the Scott County Fire Department with Georgetown Fire & Rescue. Study included fiscal, political, and operational analysis of consolidating the two fire departments. Study also included fire station planning based upon current response time standards and projected growth patterns in the community. Options were provided for consolidation and fire station location and planning.

Muskegon, Michigan - Detailed organizational analysis of fire department including management, finances, fire station planning, emergency medical services, training, etc. Key provisions within the document provided decision makers with recommendations pertaining to staffing, training, emergency medical services, fire station planning, and capital resource disbursement and replacement.

Burnsville, Minnesota - Detailed assessment of response times, staffing, and fire station location and planning. The fire department was benchmarked against other similar and like communities on the local, regional, and national level. Numerous options along with financial and operational impact were provided to decisions makers on reducing response times in the community.

Papillion, Nebraska - Evaluation and organizational analysis, and generation of 20 year Master Plan for newly formed municipal government fire department. Significant challenges existed between career and volunteer firefighters upon initiation of assessment.

Alton, Illinois – *A*ssessment of strategic workforce deployment with proposed adjustments to staffing and apparatus deployment. Support included various service delivery models, impacts of the models, and

Florissant Fire Protection District, Missouri - Complete analysis and assessment of EMS system within a fire protection district were hospital-based

EMS system was transport provider. Countless recommendations were provided, including implementation of fire-based EMS system by fire protection district.

Monroe County, Michigan - Assessment of over 23 fire departments, County-wide EMS system, radio communications, and hazardous material capabilities. Numerous recommendations provided for departments that included career, combination, and all volunteer.

Kirkwood, Missouri - Assessment and evaluation of alternative delivery service model which included short and long range planning of overall plan for integration of EMS transport into existing fire service delivery model.

Needham, Massachusetts - Strategic planning for fire-based EMS system with fiscal challenges and possible reduction in firefighter/paramedic workforce.

Stockton, California - Assessment of detailed internal report from fire department of incorporation of EMS transport into the fire department. Assessment included operational, fiscal, command structure, and reimbursement issues. Recommendations provided in various areas.

Florissant Fire Protection District, Missouri – Development of start-up fire-based EMS model which included human resources, management, capital equipment purchase, develop of standard operating procedures,

Bangor, Maine - Assessment and implementation of non-emergency transport system into fire department. The study included operational and financial analysis of proposed model system, and the identification of cost impacts of various service models.

Enfield Rockford Memorial Hospital – Rockford, Illinois - Analysis and evaluation of hospital-based communication center system with development of criteria-based dispatching protocols and enhancement of existing radio communication system to geographically cover 7 surrounding counties.

Enfield, Connecticut - Organizational assessment of EMS system operate by the County under police department EMS transport model, private ambulance EMS transport model, and fire department first responder component. Numerous recommendations made in various areas including management, training, staffing, finance, etc.

Kirkwood, Missouri - Development of reimbursement fee schedule for newly initiated EMS transport system. Analysis of expected revenues verses projected expenditures

Central Jackson County, Missouri - Assessment and 10-year strategic growth

plan for EMS transport needs in the community.

Chandler Fire Department, Arizona - Consultation, formulation of defense strategy, and expert witness testimony involved litigation matter involving accusations of deviations from standard of care models.

Lyndon Fire Protection District, Kentucky - Strategic planning for incorporation of EMS transport model into existing fire department.

National Park Medical Center, Hot Springs, Arkansas – Development of strategic planning process for incorporation of hospital-based EMS program into existing 911-system for community.

Cost Proposal

This proposal shall remain firm for a period of 120 days from the date of submission.

PSRG agrees to conduct the project for a sum of $42,000. This includes travel. The project is budgeted for four on-site visits.

The project would be billed in four installments: the first within 14 days of the start of the project for $6,300 to cover start-up and travel; the second billing at the time of a draft report for $15,850 (to include review of the current contract, analysis of components of the RFP and the result of meetings with stakeholders); the third at presentation of the draft RFP at $17,500; and the fourth after responses to the RFP have been received and the ESA has met to consider the response (with PSRG retained to provide as needed assistance with those response) at $2,350. PSRG will also provide consulting services to assist in drafting a contract, if needed by the ESA.

If some other arrangement is deemed more appropriate by the ESA, PSRG will work cooperatively for an agreement on payment terms.

We can bill travel costs separately on an occurrence basis, or include them in the overall payment terms. (The work and production costs of the study amount to $36,303 for an estimated 240 hours total of professional time/work).

Finally, in response to the RFP, the hourly rate for each of our consultants is $225 per hour per person. All team members are billable at the same hourly rate. In our effort to present competitive pricing, we price our labor in a block cost. Any change orders may be negotiable and PSRG will work to provide a fair rate with consideration for business already done, thus giving the ESA optimum competitive pricing advantage.