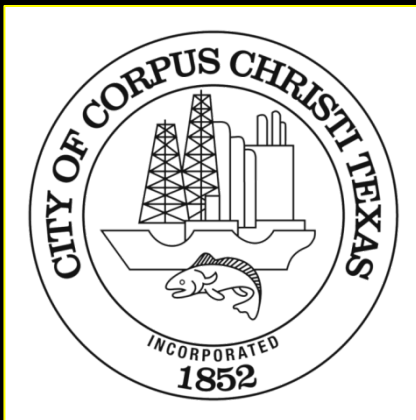


# Assessment of the Efficiency and Effectiveness of the City of Corpus Christi Fire Department



**CITY COUNCIL BRIEFING SEPTEMBER 17, 2013:**  
Background & Consultant Selection

# ANNUAL COMPETITIVENESS REVIEWS – Overview of the process

- Annually select departments or services
- Do competitive assessments
  - Identify gaps
  - Benchmark against other organizations
- Departments develop & implement *Action Plan* to close competitive gap
- To provide accountability, Departments will be periodically reassessed

# ANNUAL COMPETITIVENESS REVIEWS – Overall goals of the process

- Provide services competitive in quality and price
- Adopt best practices
- Stress continuous improvement
- Focus on better, cheaper, faster & friendlier approach
- Build successful employee-owners
- Outsource, where applicable, to deliver competitive services to customers

# ANNUAL COMPETITIVENESS REVIEWS – Previous Department Reviews

Department Reviewed	Potential Savings
• MIS .....	\$700 K
• FLEET .....	\$2.3 M
• SOLID WASTE SERVICES ...	\$1.3 M

**In each case, in addition to cost savings:**

- Departments are implementing Action Plans that strengthen operations
- Action Plans are integrated into Annual Business Plans

# NEXT COMPETITIVE ASSESSMENT: FIRE

---

## General objectives of Fire Department review

- Assess overall efficiency and effectiveness of operations, including results of benchmarking
- Review service demands and responses to demands, distribution of resources, response performance, and reasonableness of costs
- If benchmarking results reveals any “competitive gaps”, identify specific recommendations to close the competitive gaps identified

**A specific objective is to describe how the Fire Department can best meet its mission while cost-effectively delivering services.**

---

**Enumerated questions to be addressed include:**

- 1. What is the best way for the department to be organized to efficiently & effectively provide responses to emergency medical service calls and fire service calls?**
- 2. Should the Fire Department consider alternative service delivery models for services currently provided?**
- 3. Are fire stations currently optimally located?**
- 4. Can efficiency and effectiveness be improved thru changes in apparatus configuration and deployment?**

## **Specific questions to be addressed per RFP (continued):**

- 5. Can improvements be made in the efficiency and effectiveness of apparatus maintenance?**
- 6. Can we improve our ISO rating and if so what needs to be done?**
- 7. Are there opportunities to reduce personnel costs by increasing the relative use of civilian personnel to perform duties currently performed by sworn personnel?**
- 8. For fire cadet training is the City making best use of training available from Del Mar College and are there opportunities to improve the cost efficiency of the City's Fire Academy? Are there opportunities to more efficiently provide on-going firefighter and paramedic training?**

## **Specific questions to be addressed per RFP (continued):**

- 9. What needs to be done now to prepare to meet Fire services needs over the next decades?**
  
- 10. Are there any provisions in the Collective Bargaining Agreement that are detrimental to the efficient operation of the department or should be considered for modification?**

***Other questions may be articulated by the City Manager.***



# SCHEDULE

√ Aug 2, 2013 . . . . .	RFP issued
√ Aug 23, 2013 . . . . .	Proposals due to City
√ Aug 28, 2013 . . . . .	Proposals reviewed and finalists selected
√ Sep 5, 2013 . . . . .	Finalists interviewed
√ Sep 6, 2013 . . . . .	Consultant selected
Sep 24, 2013 . . . . .	Contract award by City Council
Oct 2013 thru Feb 2014 . .	Consultant field work
Feb 3, 2014 . . . . .	Consultant briefs staff on conclusions
Feb 17, 2014 . . . . .	Consultant provides staff a draft report
Feb 28, 2014 . . . . .	Consultant provides staff the final report
Mar 11, 2014 . . . . .	Consultant briefs City Council

# Recommended Consultant: MGT of America, Inc.

## 8 companies responded to the RFP

(√ indicates company short-listed and interviewed by selection panel)

### PROPOSERS AND SHORT-LISTED FIRMS:

√ Berkshire Advisors, Inc.

√ Emergency Services Consulting International (ESCI)

Fitch & Associates

ICMA

√ Matrix Consulting Group

√ MGT of America, Inc.

System Planning Corporation – Tri Data Division

Public Safety Solutions Inc. (PSSi)

# **Recommended Consultant: MGT OF AMERICA, Inc.**

- **Project Director: Travis Miller**

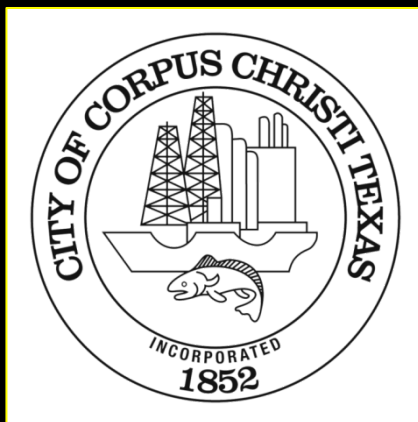
- Extensive experience evaluating Fire Departments
- Led numerous studies including Cedar Rapids, IA; Clearwater, FL; El Paso, TX; Fort Lauderdale, FL; Plano, TX; Pueblo, CO; Sugar Land, TX

- **Subject Matter Expert: Chris Carlson**

- Has been a Fire Chief (La Mesa and Turlock, CA)
- Has consulted with over 50 Fire Departments
- Has worked previously with the Project Director (El Paso, Plano, Sugar Land)

- **MGT corporate headquarters in Tallahassee, FL**

# Assessment of the Efficiency and Effectiveness of the City of Corpus Christi Fire Department



## *QUESTIONS?*

City Council Briefing  
September 17, 2013