

**CITY OF NORMAN REQUEST FOR PROPOSALS  
FOR PUBLIC SAFETY RESOURCE ALLOCATION STUDY  
FOR THE CITY OF NORMAN**

**INSTRUCTIONS TO PROPOSERS**

**RECEIPT AND OPENING OF PROPOSALS**

**RE: RFP #2223-76**

The City of Norman (“City”) invites proposals from qualified firms for a Public Safety Resource Allocation Study for City of Norman Police Department and Fire Department. Proposals will be received at the Norman Police Department until **5:00 p.m. on Friday, July 14<sup>th</sup>, 2023**. Evaluations of the proposals will be conducted until August 11<sup>th</sup>, 2023. If additional information or discussions are needed with any bidders during this time period, the bidder(s) will be notified.

At the proposer’s option, proposals may be submitted via email in .pdf format to Major Chad Vincent at [chad.vincent@normanok.gov](mailto:chad.vincent@normanok.gov) **OR** an envelope containing one (1) executed original and five (5) signed copies of the Proposal addressed to: City of Norman, 201 West Gray, Bldg. B, Norman, OK 73070, Attention: Major Chad Vincent. The envelope must show the proposer’s name and address; and must clearly be labeled “**RFP – Public Safety Resource Allocation Study for the City of Norman.**”

Proposals will not be opened publicly. Any proposal received after the established closing date and time will not be accepted. Proposals may be withdrawn upon written request at any time prior to the established closing date and time. The proposer or the proposer’s authorized agent must sign such request.

**ADDENDA AND INTERPRETATION**

No interpretation of the meaning of the specifications or other proposal documents will be made to any proposer orally. Proposers are not to contact any individual other than Major Chad Vincent.

**AWARD OF CONTRACT**

The award of the contract will be made to a responsive and responsible proposer whose proposal best meets the needs of the City. The successful proposer will enter into a contract with the City incorporating all prescribed requirements and conditions of this request for proposal. If the successful proposer refuses or fails to execute the contract, the City may consider the next most qualified proposer. The City shall be the sole judge as to the successful proposer.

The City reserves the right to reject any or all responses to this Request for Proposal (“RFP”) and to waive any informality or irregularity in this RFP or in responses, to negotiate with all qualified sources, or to cancel, in part or in its entirety, this RFP, in the best interest of the City. The City reserves the right to request more information for clarification or due to omission of information. Proposers may be asked to make an oral presentation as part of the evaluation process. This RFP does not commit the City to award a contract, or to procure or

contract for services or goods.

## **EVALUATION AND SELECTION PROCESS**

The proposal submitted will be the primary document upon which each consultant will be evaluated by an evaluation team. The proposal must include the qualifications and relevant experience of those assigned to the project. All proposals will first be screened in determining whether the consultant has performed the type of analysis requested herein.

After review of the proposals, the evaluation team may determine a short list of qualified firms for interviews/presentations. The evaluation team will be responsible for selecting a vendor and recommending them to the City Council. The City reserves the right to accept or reject any and all proposals and all or part of a proposal and may waive informalities, technical defects, and minor irregularities in the proposals received.

Proposals will be evaluated based on experience performing police and/or fire staffing analyses for municipal governments or other like-jurisdictional authorities, the experience and qualifications of the proposed staff that will administer the City's analyses, the quality and thoroughness of the proposal and references/recommendations from past clients. Proposal pricing will also be taken into consideration in the process of determining which proposal(s) is/are the most advantageous based on the assessment of the proposal evaluation team.

The City shall review all RFP proposals and may select one or more finalists for interviews. In addition, the evaluation team may require the submission of supplemental materials. The successful contractor(s) will be required to enter into an agreement for professional services with the City of Norman, a copy of which is enclosed as Attachment B. Proposals may be withdrawn at any time, and withdrawal of a proposal will not prejudice the right of a proposer to file a new proposal.

The City of Norman reserves the right to accept or reject any or all proposals, waive minor informalities, to cancel, delay or suspend all or any part of this RFP and to award a contract deemed to be in the best interests of the City. Further, the City reserves the right to issue subsequent requests for proposals, postpone opening for its own convenience, remedy technical errors or waive non-material irregularities in the RFP process and negotiate with any, all or none of the Proposers.

The significant factors for consideration in the evaluation of the proposals are as follows:

### **1. Plan for Performing Desired Services**

- a. Scope of Tasks. The extent to which the consultant's description of the scope and objectives is sufficiently detailed, logically presented, consistent in terms of the format and content, and demonstrates a clear understanding of objectives as outlined herein.
- b. Approach. The extent to which the proposal presents a clearly defined and well thought out method(s) to achieve each objective and the extent to which the method chosen appears to be an effective, efficient way to accomplish each objective.
- c. Schedule. The extent to which the consultant is able to complete the study in a

reasonable period and whether the period is realistic to accomplish all objectives in the time specified. The City anticipates completion of this project prior to December 31<sup>st</sup>, 2023.

## 2. Qualifications

- a. Prior experience and past performance. The extent to which the consultant has a successful track record in performing compensation projects of comparable scope. Prior experience with this type of project will be given preference.
- b. Project team. The extent to which the qualifications and experience of the project team assigned to this study and to what extent team members have participated in projects similar in scope.

## 3. Proposed Cost of Services. All proposals must include proposed costs to complete the tasks described in the project purpose, description, and scope. Pricing should be listed for each of the following items specifically:

- a. Project initiation and planning
- b. Market research
- c. Data acquisition and examination

NOTE: All costs and fees must be clearly described in each proposal.

Before award, proposers may be required to furnish evidence of capability, equipment, and financial resources to adequately perform the job. The proposals of proposers found not to be qualified may be rejected.

## **EXECUTION OF CONTRACT**

The City will email or mail a Notice of Award of Contract, enclosing the contract forms to the successful proposer. The contract shall be signed by the successful proposer and returned with a copy of the vendor's certificate of insurance within four calendar days after the proposer receives the Notice of Award of Contract.

## **PUBLIC RECORDS**

All proposals submitted in response to this RFP become the property of the City and under the Oklahoma Open Records Act are public records, and as such may be subject to public review. However, the proposals shall not be disclosed until negotiations are complete and recommendation for selection and award is made to the City Council.

If a proposer claims a privilege against public disclosure for trade secret or other proprietary information, such information must be clearly identified in the proposal.

## CONTENT OF PROPOSAL

To be considered responsive, proposals should address all items identified in this section. Please note: some items require that the Proposer provide a detailed response and/or attachments. Failure to provide a complete response may be grounds for rejection of proposal.

Furthermore, proposals should be prepared in such a way as to provide a straightforward and concise discussion of the Proposer's ability to provide the services that can best satisfy the requirements herein and the needs of the City. Elaborate or unnecessarily lengthy documents are discouraged.

Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements, and on completeness and clarity of content.

In order to facilitate evaluation and comparison, proposals should be submitted in the format described in this section. Format instructions must be adhered to. All requirements and requests for information in the proposal must be responded to. All requested data must be supplied. Failure to comply with this requirement may be cause for rejection.

Proposals shall be typed and shall be completely executed by the respondents with their full signature. The respondent shall indicate whether they are an individual, partnership, joint venture, corporation, or a foreign corporation, and enter the correct name of the respondent. The business address of the respondent shall be typed or printed on the proposal.

The proposal shall be signed by an authorized agent. If submitted by a corporation, the proposal must be signed by the President, Secretary, or by other authorized agents and proof of authorization shall accompany the proposal.

**Answer on 8 1/2" X 11" sheets. Assemble your proposal in the following order. Present your proposal response in the order that the items are listed, identifying each response by the number. Respondents are asked to submit six (6) copies of their proposals.**

1. Proposal Summary. A synopsis, prepared for management review, covering the significant features of the proposal including overall costs, conclusions and general recommendations in a summary format.
2. Scope of Services. A detailed breakdown and description of the specific steps, services and study products to be provided as a result of the Scope of Services listed in this RFP.
3. Consulting Firm Profile. A brief introduction describing the firm's organization and services. An organization list identifying key executives and/or staff who would be assigned to this project as well as their professional experiences, qualifications, responsibilities and functions should be included as well. Promotional literature and any other relations documents should not be included.
4. Detailed Cost Proposal. Provide an itemized cost proposal, including all projected reimbursable costs for travel (telephone, reports, direct hourly rates), professional services, supplies and other related cost. The cost proposal should be given as a not-to-

exceed cost for the entire project.

5. Project Completion Schedule. The proposed implementation schedule to include specific milestones.
6. Client References. A list of at least four (4) recent consulting clients, including the organization, contact person, address, telephone number, fax number and brief description of the compensation/classification services provided.

## **GENERAL TERMS AND CONDITIONS**

- A. The City shall not be liable for any expenses incurred by any proposer prior to issuing the contract.
- B. The selected Consultant will be required to sign and be bound by a Consulting Services Agreement (“Agreement”). Proposer must meet all insurance requirements.

### **INSURANCE REQUIREMENTS**

Prior to approval of this Agreement/Contract, the Consultant shall obtain insurance coverage as provided below. The Consultant must provide, pay for, and maintain the types of insurance policies provided herein, in amounts of coverage not less than those set forth below. Certified, true, and exact copies of all insurance policies required, and endorsement pages shall be provided to the Contracting Entity on a timely basis if requested by Contracting Entity’s staff.

All insurance must be from responsible insurance companies which are authorized to do business in the state of Oklahoma and are acceptable to the Contracting Entity. The required insurance coverage and policies shall be performable in Norman, Oklahoma, and shall be construed in accordance with the laws of Oklahoma.

Nothing in this Section shall define or limit the rights of any party to this Agreement/Contract under any other provision of this Agreement/Contract, including but not limited to any indemnification provision.

1. Additional Insureds. All liability policies (except professional liability and worker’s compensation and employer’s liability policies) shall provide that the Contracting Entity, including The City of Norman and its participating public trusts to this Contract/Agreement whether named herein or by reference only, be named as additional insured without reservation or restriction. The Contracting Entity shall be named as loss payees on the Consultant valuable papers insurance policy for this Project.

All insurance coverage of the Consultant shall be primary and non-contributory to any insurance or self-insurance program carried by the Contracting Entity.

All insurance policies shall include a severability of interest provision wherein claims involving any insured hereunder, except with respect to limits of insurance, interests shall be deemed separate from any and all other interest herein, and coverage shall apply as though each such interest was separately insured.

2. Deductibles. All policies must be fully insured with any single policy deductible not exceeding \$25,000. All deductibles must be declared on the certificate of insurance. If no deductible is declared, the Consultant is stating a deductible does not exist and thus a deductible is not approved or accepted. If the Consultant’s deductible is different than declared, then the Contracting Entity will hold an equal amount from pay claims until corrected.

Self-insured retentions will not be accepted unless accompanied by a bond (financial guarantee bond) or irrevocable letter of credit guaranteeing payment of the losses, related

investigations, claim administration and defense expenses not otherwise covered by the Consultant's self-insured retention.

3. Policy Limits. The insurance coverage and limits required of the Consultant under this Agreement/Contract are designed to meet the minimum requirements of the Contracting Entity. Such coverage and limits are not designed as a recommended insurance program for the Consultant. The Consultant alone shall be responsible for the sufficiency of its own insurance program. Should the Consultant have any question concerning its exposures to loss under this Agreement/Contract or the possible insurance coverage needed therefore, the Consultant should seek professional assistance.

All policies shall be in the form of an "occurrence" insurance coverage or policy. If any insurance is written in a "claims-made" form, the Consultant shall also provide tail coverage that extends a minimum of two year from the expiration of this Agreement/Contract.

The minimum aggregate limits of such insurance policies and continuing coverage shall be:

- a. Worker's Compensation and Employer's Liability Insurance. The Consultant shall provide and maintain, during the term of the Agreement/Contract, worker's compensation insurance as prescribed by the laws of the state of Oklahoma and employer's liability Insurance in an amount not less than One Hundred Thousand Dollars (\$100,000.00) each for all its employees employed at the site of the Project, and in case any work is subcontracted, the Consultant shall require the subcontractor similarly to provide worker's compensation and employer's liability insurance for all the subcontractor's employees, unless such employees are covered by the protection afforded by the Consultant. In the event any class of employees engaged in work performed under the Agreement/Contract or at the site of the Project is not protected under such insurance heretofore mentioned, the Consultant shall provide and shall cause each subcontractor to provide adequate insurance for the protection of the employees not otherwise protected. If the Consultant is exempt under the laws of the state of Oklahoma from the requirement to obtain and maintain worker's compensation insurance, then the Consultant must provide the Contracting Entity a copy of its Affidavit of Exempt Status from the Oklahoma Insurance Department.
- b. Commercial General Liability Insurance. The Consultant shall provide and maintain commercial general liability insurance coverage sufficient to meet the maximum cumulative liability of all parties to this Agreement/Contract, including the City and any public trust participating in the Project, under the Governmental Tort Claims Act, 51 O.S. § 151 et seq., (GTCA) and any amendment or addition thereto, as provided herein.

Property damage liability in an amount not less than Two Hundred Thousand Dollars (\$200,000.00) per claimant for loss, damage to or destruction of property, including but not limited to consequential damages arising out of a single act, accident, or occurrence.

All other liability in an amount not less than One Hundred Seventy-Five Thousand Dollars (\$175,000.00) per claimant for claims including death, personal injury, and all other claims arising out of a single act, accident, or occurrence.

Single occurrence or accident liability in an amount not less than One Million Dollars (\$1,000,000.00) for any number of claims arising out of a single act, accident, or occurrence.

- c. Automobile Liability Insurance. The Consultant shall provide and maintain comprehensive automobile liability insurance coverage as to the ownership, maintenance, and use of all owned, non-owned, leased or hired vehicles sufficient to meet the maximum cumulative liability of all parties to this Agreement/Contract, including the City and any public trust participating in the Project, under the Governmental Tort Claims Act, 51 O.S. § 151 et seq., (GTCA) and any amendment or addition thereto, unless otherwise specifically and expressly provided herein.

Property damage liability in an amount not less than Two Hundred Thousand Dollars (\$200,000.00) per claimant for loss, damage to or destruction of property, including but not limited to consequential damages arising out of a single accident or occurrence.

All other liability in an amount not less than One Hundred Seventy-Five Thousand Dollars (\$175,000.00) per claimant for claims including death, personal injury, and all other claims arising out of a single accident or occurrence.

Single occurrence or accident liability in an amount not less than One Million Dollars (\$1,000,000.00) for any number of claims arising out of a single accident or occurrence.

4. Certificates. The insurance coverage and limits required herein must be evidenced by properly executed certificates of insurance on forms approved by the Oklahoma Insurance Commissioner. Copies of these certificates have been provided to the Purchasing Agent or her/his designee prior to execution of this Agreement/Contract and are attached hereto. The certificate(s) must be signed by the authorized representative of the insurance company(s) shown in the certificate(s). The Consultant must attach a copy of the power of attorney evidencing the authority of the authorized representative to execute the certificate of insurance. The certificate must include the Project or Agreement/Contract number and Project or Agreement/Contract description or name. The policy description shall state the following: "Additional insured(s) on the listed policies are those required in the Agreement/Contract."
5. Cancellation. There may be no termination, non-renewal, reduction in coverage, or modification of such insurance coverage.

The Consultant authorizes the Contracting Entity to confirm all information so furnished as to the Consultant's compliance with its bonds and insurance requirements with the Consultant's insurance agents, brokers, surety and insurance carriers. The lapse of any insurance policy or coverage required by this Agreement/Contract is a breach of this Agreement/Contract for which the Consultant shall repay and reimburse all payment made under the Agreement/Contract and such other damages, losses, and costs incurred by the Contracting Entity. The Contracting Entity may at its option suspend this Agreement/Contract until there is full compliance with this paragraph, and/or may suspend payment under this Agreement/Contract, and/or may cancel or terminate this Agreement/Contract and seek damages for the breach of this Agreement/Contract. The remedies in this paragraph shall not be deemed to waive or release any remedy available to

the Contracting Entity. The Contracting Entity expressly reserves the right to pursue and enforce any other cause or remedy in equity or at law.

In the event of a reduction in any aggregate limit, the Consultant shall immediately notify the Contracting Entity and shall make reasonable efforts to have the full amount of the limits appearing on the certificate reinstated. If at any time the Contracting Entity requests a written statement from the insurance company(s) as to any impairments to or reduction of the aggregate limit, the Consultant hereby agrees to promptly authorize and have delivered to the Contracting Entity such statement.

6. Duration of Coverage. All insurance coverage required under this Agreement/Contract shall be maintained in full force and effect until completion and formal acceptance of the Project by the Contracting Entity. For Consultant providing claims-made insurance coverage, such coverage must be maintained in full force and effect for a period of two (2) years after the final, formal acceptance of this Project by the Contracting Entity.

The requirements of the insurance provisions listed above shall survive the completion, expiration, cancellation, or termination of this Agreement/Contract.

## **PURPOSE**

The City of Norman, Oklahoma, is soliciting proposals from qualified firms to conduct a comprehensive Public Safety Resource Allocation Study for the City of Norman to include specific recommendations regarding current and future staffing/operation levels and future facility needs for its Police and Fire Departments. Responding firms should have significant experience conducting this type Study for police and fire agencies.

## **BACKGROUND**

The City Council of Norman has requested that an independent firm do a study to determine the optimal staffing/operation levels and future facility needs for the Norman Police Department and Norman Fire Department in order to provide the services needed and expected by the community. The analysis should include future planning for possible turnpikes and impact on the city, especially the east side of Norman and the ongoing updates to the transportation and zoning plans for the City.

Norman is located 20 miles south of Oklahoma City on Interstate 35. Norman is the third largest city in Oklahoma with a population of approximately 130,000 and is responsible for protecting and responding to calls that spans approximately 200 square miles, which includes a mixture of dense urban and growing rural areas.

The City is home to the University of Oklahoma that has an annual undergraduate student enrollment of nearly 22,000 and a graduate student enrollment of just over 6,000. The University is also in the process of moving to the Southeastern Conference (SEC), which could affect attendance at various events in the City. The City has over 60 parks, Lake Thunderbird on the east side of the community and an airport on the north side of the City. The City has several annual festivals and events throughout the community.

The Norman Police Department (NPD) is currently authorized to maintain 180 commissioned officers and 74 civilian employees and has been serving the residents of Norman since 1919.

In addition to uniformed officers who serve within patrol, NPD also includes an investigations, community outreach, traffic enforcement, parking services, animal welfare, school resource offices and numerous specialized teams and units.

The NPD has a main headquarter building in central Norman, built in 1981 with over 22,000 square feet. In 2024 the Norman Municipal Court, housed in the same building at the NPD, will be vacating the building to another location in the City complex giving the NPD an additional 15,000 square feet. In 2016 the City acquired a building off-site for an Investigations Center, which has over 40,000 square feet, including garages, and an off-site Training Center with an educational building, firing range and an Animal Shelter built in 2016 with 13,246 square feet.

The department also operates the City of Norman's Communications Center. The Norman Communications Division receives around 90,000 calls a year. Communications also dispatches and takes calls for EMS and Norman Fire Department. Communications handles an additional 24,000 calls for EMS and roughly 21,000 calls for the Norman Fire Department. These calls do not include various other calls the center takes from callers asking for other services. The Norman Communications Center also maintains the public safety radio system for all city departments and divisions and includes the University of Oklahoma Police Department and the Little Axe Fire Department.

A new Emergency Communications and Operations Center (ECOC) will provide much-needed and overdue space for required staff, unification of critical resources, and centralized location for effective emergency operations during critical incidents, large community events, and every other day of the year.

The nearly 20,000 square-foot facility will provide the City of Norman with a unified and expanded Emergency Communications (911) Center, Emergency Operations Center, Incident Command Resources, space for a future Traffic Management Center, and associated technology and support systems. The facility will be fully "hardened" to allow for continued operations during and following weather-related emergencies. Additionally, the facility will provide significant improvements in employee wellness for those our community relies on every day.

Norman voters first approved the ECOC project as part of the April 2014 Public Safety Sales Tax (PSST) election. Additional ARPA funds were allocated by the Norman City Council in 2021 to see project completion. The facility will be constructed at a cost of approximately \$13.9 million and is expected to open summer of 2024.

The Norman Fire Department (NFD) was founded in 1894 as a volunteer department. The first fire station was built in 1964 and NFD currently maintains nine fire stations, a fire investigation building, a fire administration building, a training center, and employs approximately 164 people. In the past five years, the NFD has experienced an increased call volume of 29.5% with that number expected to continue increasing. Station No. 8 was constructed in 2011, Station No. 9 was constructed in 2013, and both are LEED certified. The NFD regularly staffs one squad and eight engine companies, two ladder companies, one heavy rescue unit, three boats and one regional hazardous materials unit. Each station is also equipped with a brush pumper that is cross-manned by the engine/squad company. Three of those stations are staffing a third unit, two stations with tankers and one with the regional hazardous materials unit. Additionally, the heavy rescue unit is cross-manned by the squad company.

## SCOPE OF SERVICES

As indicated, Norman is soliciting proposals from firms to conduct two separate operational analyses of its Police and Fire Departments and to provide recommendations in the following areas:

### Norman Police Department

1. A review of current staffing levels and organizational effectiveness of sworn classifications and a recommendation for determining appropriate staffing and performance standards based on current and future service demands (including the use of similar/relevant community benchmarks for evaluating staffing levels). In connection with this deliverable, the consultant will quantify workloads and identify whether personnel is allocated correctly to meet demands. This portion of the review may include the use of data extracted from the Department's CAD system to include consideration of: number of responding units needed by call type, number and frequency of outside agency assistance required/rendered, public demand versus officer-initiated activities, the effect of community policing on discretionary patrol time and the time necessary to conduct proactive police activities.
2. A review of current staffing levels and organizational effectiveness of civilian classifications within the Department (Records, Communication, Animal Welfare, Parking Services and necessary support staff) and a recommendation for determining appropriate staffing and performance standards based on current and future service demands (to include the use of similar/relevant community benchmarks for evaluating staffing levels). In connection with this deliverable, the consultant will quantify workloads and identify whether personnel is allocated correctly to meet demands.
3. A determination of how many officers should be assigned to patrol to achieve desired levels of both reactive and proactive levels of service. This will include a review of current shift deployment schemes and options that may be considered for efficiency and safety, and an analysis of response times for all priority service calls.
4. As part of the departmental staffing review, consideration should be given to:
  - a) HR-related issues including career development, training and advancement, employee stress, etc.
  - b) Issues related to overtime incurred due to understaffing, if any.
  - c) Leadership succession planning.
5. Review current policies and rules applicable to new hires and promotion. Compare to other municipalities with more flexible recruiting and promotion policies.
6. An analysis of the Department's current and future facilities for operational and training needs.

7. An analysis of current equipment and technology to identify gaps or inefficiencies not in line with area standards. This will include a cursory review of non-personnel spending to determine if such is commensurate with industry norms.
8. Identification of options for efficiency improvements including the potential utilization of shared services, outsourcing and potential opportunities for mergers/regionalization.

## Norman Fire Department

The purpose of this evaluation is to determine optimal staffing levels in comparison to National Fire Protection Association (NFPA) standards and Insurance Services Office (ISO) mandates. The study should include current optimal staffing levels and projected staffing levels in five (5), ten (10), and twenty (20) years.

Fire department divisions that should be included but not be limited to are below. Consideration for staffing in all divisions should include Norman Fire Department past practices, norms, and professional standards.

1. Suppression and/or Operations (Operational standards should include five (5) person companies with appropriate staffing on support apparatus (ladders, tankers, rescue, hazmat, command units).
2. Administration
3. Training
4. Prevention
5. Emergency Management
6. Administrative Support

Study should include but not be limited to the following factors:

1. Maintaining a National ISO 1 Rating
2. Future demands created by a proposed new Turnpike and Urban expansion
3. Annual Call for Service (CFS) increases
4. Response time goals as outlined by NFPA and ISO standards

The purpose of this study is also to determine the effectiveness of current fire station locations, the need for fire station replacement(s), and the need for additional fire stations in comparison to National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) mandates.

The scope of the project shall include the following but is not limited to:

Current and future stations should be examined for ideal station locations, personnel, equipment, apparatus and other resources according to NFPA and ISO standards. Current stations should be assessed for replacement need.

Study should include but not be limited to the following factors:

1. Maintaining a National ISO 1 Rating

2. Future demands created by new Turnpike
3. Annual Call for Service (CFS) increases
4. Population density and shifts
5. Response time goals as outlined by NFPA and ISO standards
6. Projected population growth
7. Future service demand as it relates to increasing service area, population density, and congestion
8. Airport expansion
9. Increase in air traffic
10. All target hazards in Norman and the surrounding area

The purpose of this study is to determine training facilities needed to train all fire department personnel in numerous specialties and maintain those certifications, surpass standards and mandates, including maintaining an ISO 1 rating. Finally, obtain and maintain status as an International Fire Service Accreditation Congress (IFSAC) training site to generate revenue and offset associated costs.

Specialties should include training all fire personnel in essential firefighting skills and certifying those individuals through IFSAC, emergency vehicle operators, Hazardous Materials mitigation, all disciplines of Rescue, all levels of Emergency Medical Services (EMS), fire investigations, inspections, pre-incident surveys, communications, plans examiner, code enforcement, and certifications of Emergency Management.

Facility emphasis should be placed on surpassing ISO regulations in order to maintain an ISO Class 1 rating.

Facilities should include classroom space, apparatus and equipment storage space, showers, locker rooms, administrative space, driving pads, and more.

EMS emphasis should be placed on maintaining all EMS licensure levels and progression toward Advanced Life Support (ALS) services for Norman Citizens.

#### Both Studies.

Both studies should include data gathering to help in analysis and review, to make recommendations on program needs and changes, and help plan and prepare for future service delivery to residents and the general public. It will set measurable goals and priorities, identify performance problems and apply strategies to follow the path of continuous improvement. Consideration of the Fraternal Order of Police (FOP), International Association of Fire Fighters (IAFF) and American Federation of State, County and Municipal Employees (AFSCME) union contracts is required. Geographic considerations should also be reviewed.

The completed analyses will provide an outline of desired services and service levels through review and discussion with staff and other agencies as needed. This may include new services not currently provided, expansion, change or reductions in service delivery and joint or eliminated services. Each study should provide information to assist the Norman City Council, Police Chief, Fire Chief and City Manager in strategic planning, along with recommendations for improving organizational efficiencies.