



City of San Bernardino Fire Department Proposal

May 20, 2015



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Executive Summary

The City of San Bernardino, similar to many communities throughout the United States, is faced with economic challenges unprecedented since the Great Depression. Sound decisions historically made in the best interest of community Fire and Emergency Medical Services (EMS) are simply no longer economically sustainable. Meeting near and mid-term objectives as well as out-year strategic planning, benefit from new approaches able to accommodate economic uncertainties, changing demographics and aging infrastructure while reducing the risk to public safety, elected leadership and creditors.

In response to the fiscal and operational realities adversely affecting the City of San Bernardino's (henceforth, The City) Fire and EMS, Centerra has developed a response to the Request for Proposals that demonstrates our understanding of the City's current restructuring concerns and addresses the City's desire to explore contracted Fire and EMS. This proposal is based, in part, on a review of the 21 findings and 10 recommendations identified by the CityGate Associates, LLC., Fire Services Deployment Study conducted on behalf of the City. The Centerra contracted solution provides the City with a multi-option, staged approach that incorporates the 10 recommendations of the study to include:



1. Adoption of Updated Deployment Measures.
2. Conducting a strategic study to determine a 25- to 50-year balanced fire station mix based on projected geographic location, demographics and facility service life to optimize resources and response times in the best interest of the City.
3. Review of any potential station closures in combination with an aggressive re-structuring and lowering of Fire Department responses to non-life-threatening emergency medical services (EMS) incidents.
4. Negotiating the impact on mutual aid partner fire departments resulting from any proposed fire station closure.
5. Restructuring fire station move-up to the core of the City when a high rate of simultaneous medical or sustained on-scene operations at multi-unit firefighting incidents occurs in the central City fire station areas.
6. Conducting cost benefits analysis of a two-person paramedic squad at Station 226 should Stations 223 and 231 be closed.
7. Coordinating with the City, County and AMR to re-implement medical priority dispatch in order to lower the Fire Department EMS response to serious health emergencies, rescue, entrapment, etc. (cross reference recommendation #9).
8. Preserving the paramedic program until the actual costs of the Federal Health Care restructuring are understood.
9. Per California Health and Safety Section 1797.201, assist the City in County EMS Agency coordination to change the Fire Department's response to non-life threatening medical problems.
10. Provide flexibility and adaptability to the Mayor and Common Council to choose the amount of local control and costs that the City wants to manage for fire services.

Centerra's Capability

While the potential for contracted Fire and EMS is a new approach for the City, it is not new to Centerra. Founded in 1960, we are one of the world's largest providers of technical support services with more than five decades of experience in Fire Protection, Fire Prevention, Fire Protection Engineering, Emergency Medical Response, ALS Transport, Technical Rescue and Training, Structural Fire Fighting, and Aircraft Rescue and Firefighting (ARFF), to include NASA's Shuttle Rescue Team. We also provide Dispatch and 911 Call Center Operations, Safety and Equipment Inspections, Testing, Spill Response, Hazardous Materials Technician Response, Training, and Certifications. We provide regulatory compliant Fire and EMS to multiple Federal and commercial facilities, spanning all levels of response and complexity in the protection of some of our nation's most sensitive and critical assets, facilities, and infrastructure. Current contracts include:

- England Authority - England Economic and Industrial Development District, Alexandria, Louisiana (previously England Air Force Base)
- Chennault International Airport, Lake Charles, Louisiana
- BASF The Chemical Company, McIntosh, Alabama
- Cape Canaveral Air Force Station, Cape Canaveral, Florida
- Department of Energy (DOE) Hanford Site, Richland, Washington
- Holston Army Ammunition Plant, Kingsport, Tennessee
- Lake City Army Ammunition Plant, Independence, Missouri
- NASA Ames Research Center (ARC), Mountain View, California
- NASA Jet Propulsion Laboratory (JPL), Pasadena, California
- NASA Kennedy Space Center, Florida
- Radford Army Ammunition Plant, Blacksburg, Virginia
- Diego Garcia, Naval Support Facility, British Indian Ocean Territory

Centerra Fire and EMS Background

In our history, we have successfully transitioned multiple sites from government-to-private, public-to-private and corporate to contracted Fire and EMS. Government-to-private transitions were brought about through the realization of cost and manpower savings to the Army at the Radford, Lake City and Holston Ammunition Plants, for NASA at ARC, JPL, and Kennedy Space Center, the US Air Force at Cape Canaveral Air Force Station and the Department of Energy at Hanford, WA. As a result of Base Realignment and Closure Commission (BRAC), we successfully privatized and transitioned Fire and EMS for the England Authority and Chennault International Airport, Lake Charles, Louisiana (previously Chennault Air Force Base). We also provide contracted Fire and EMS to BASF The Chemical Company, in McIntosh, Alabama. Under these contracts, every hour of every day, Centerra:

- Protects schools, hotels, public works facilities, child-care centers, medical facilities and critical infrastructure
- Responds to vehicle accidents, heart attacks, injuries, and other EMS calls
- Structural, wildland, vehicle and aircraft fires
- Teaches fire education and prevention to diverse populations
- Inspects buildings for code violations and fire hazards
- Protects lives, critical infrastructure, and property
- Actively participates in mutual aid agreements
- Serves the community
- Provides critical services under direct control of local customer

Collectively, Centerra:

- Employs more than 500 Fire and EMS personnel enterprise-wide.
- Operates 13 different Fire and EMS Departments, the largest of which is located at the DOE Hanford Site in Richland, Washington. The Hanford Fire Department (HFD) is comprised of 125 personnel who provide emergency response support to the 560-square-mile facility, including a substantial wildland interface area.
- Operates 19 fire stations containing 110 diverse types of fire response apparatus
- Is responsible for fire and EMS response coverage for over 900-square-miles (roughly the size of Rhode Island).
- Built and operated 32 fire departments and 54 stations for the Department of Defense (DOD) in Iraq employing 900 US NFPA-certified Fire Professionals and a first line fleet of over 200 vehicles.

Proven and Efficient Fire and EMS Corporate Management

Through the operation of our 19 fire stations and more than 500 Fire and EMS personnel, Centerra has developed the industry standard for private sector Fire and EMS management. We maintain company-wide fire service Standard Operating Procedures (SOPs), Standard Operating Guidelines (SOGs) and a Performance-Based Fire Service Training and Certification Program. The result is standardization of training, interoperability of personnel and the resultant issuance of National Fire Protection Association (NFPA) National Professional Qualification System (NPQS) Fire Service Certifications. The use of a national accredited certification system ensures the City of San Bernardino that the community/Centerra Fire and EMS team remain in compliance with accepted NFPA regulations and standards and are kept informed of any changes that could potentially affect public safety and community interests. It additionally provides a basis for strategic planning and budgeting by having an established baseline to measure against other programs, conduct trend analysis of local, state and national fire and public safety incidents and share lessons learned in proactive planning, not just reactive response. In addition to NFPA, Centerra also brings specific knowledge of mandatory requirements established by:

- The Occupational Safety and Health Administration (OSHA)
- The State of California Health and Safety Code
- CAL/OSHA
- San Bernardino County
- City of San Bernardino

Inherent to Centerra's management structure is our approach to Continuous Improvement in contract performance. This is based on our Quality Assurance/Quality Control Program (QACP), performance testing, a Corporate Assurance Program (CAP) and an Integrated Safety Management System (ISMS). Each of these component programs are tailored to be contract and site-specific to address unique activities affecting quality commensurate with the importance and/or risk to public safety.

Centerra recognizes that the City of San Bernardino possesses several unique geographic, geologic and demographic features that create High Fire Hazard Areas and other unique risks requiring specialized first responder considerations. These include:

1. The City is the County Seat and is the home to several, multi-story government buildings to include the County Courthouse, County Civic Center, Public Health Offices, IRS Regional Headquarters and

Why Centerra?

- Demonstrated project management and customer service to efficiently provide Fire and EMS
- Understands the needs of the community and designs a system that evolves with changing conditions
- Cost efficiencies that enhance safety factors for delivery of Fire and EMS
- Streamlined organization that offers professionalism with integrity
- Commercial, Municipal and Federal Government best practices to meet and exceed San Bernardino's performance goals
- Tested Quality Assurance program that ensures continuous operational improvements
- Training that exceeds industry standards
- Fire Department accreditation

numerous state buildings. Centerra has direct, relevant protection experience with complex high-rise scenarios to include high-rise laboratories.

2. The City serves as a central, multi-state distribution hub and contains numerous critical, large-capacity fuel delivery lines to include gasoline, Jet-A and diesel. Centerra protects locations where large amounts of bulk fuels and chemicals are stored and transported by ground, rail and subterranean pipeline.
3. The City contains a large-scale hydroelectric generating plant and a reservoir.
4. The City is located directly above the San Andreas Fault line and is located in a major flood plain. Centerra has fire and emergency service operations in California and understands the dynamic scenarios associated with earthquakes.
5. The City sits at the base of Cajon Pass and experiences Santa Ana wind events that average 50-60 mph with gusts up to 100 mph. This creates a significant wildfire hazard with historical precedence. Centerra protects critical infrastructure for a facility in Southern California impacted by Santa Ana winds and direct urban interface areas.
6. The City is home to a minor league baseball team and hosts other sporting events with attendance up to the hundreds of thousands. Centerra protects the Kennedy Space Center and Cape Canaveral Air Force Station which experience large numbers of visitors, to exceed 100,000 per day.

Our management approach and corporate structure directly supports the City of San Bernardino by recognizing these unique and complex realities. Our experience in protecting critical infrastructure in earthquake zones, wildland interface areas, hurricane-prone regions, designated warzones, public safety for hundreds of thousands of people for shuttle launches at the Cape Canaveral and Kennedy Space Centers, wildfire and controlled burns at Hanford Washington (protecting over 560 square miles), and earthquake response at NASA JPL and NASA Ames, directly equates to the City's unique geology, topography, climate, demographics and population densities. Regardless of the location, Centerra provides and promotes Public Safety by mitigating risk, providing a balanced workforce with requisite training and the application of Standards of Response Coverage (SOC) to contain and stabilize the event. Collectively, this approach:

1. Achieves the City's Public Safety objectives.
2. Maintains cost effective Fire and EMS to State and National standards.
3. Recognizes Mutual Aid Agreements.
4. Remains sensitive to legacy pension requirements in a fair and equitable manner.
5. Provides mid-term and strategic planning to address economic uncertainty, changing demographics and aging infrastructure in support of the Mayor and Common Council.

Awards and Recognition

Centerra is a recognized leader within the security, fire, and emergency management industry. This is evidenced by the multiple awards we have received, including those listed below:

- 50 "Coins of Excellence" in three years from the Secretary of the Army and Commander of the Joint Chiefs of Staff
- "Exemplary" Fire Rescue Services ratings from the NASA Kennedy Space Center (KSC) and the State of Florida Department of Health
- OSHA Voluntary Protection Program (VPP) Star status award for safety management at KSC
- Centerra's NASA Ames Fire Department designated "best in the agency" by NASA
- Centerra Fire Department operations at BASF, The Chemical Company recognized as a "Best Practice" by OSHA
- Centerra's Fire Chief in Iraq (Chief R. Tye) awarded the International Association of Fire Chiefs (IAFC) Safety Excellence Award (2008)

The collective success of our Fire and EMS programs is codified by Centerra's Sr. VP of Safety, Fire, and Emergency Services (Chief Rick Tye, CFO, MIFireE) being awarded the International Association of Fire Chiefs (IAFC) Safety Excellence Award while protecting military communities and firefighters in austere environments.

Commission on Fire Accreditation International (CFAI). Accreditation for the San Bernardino Fire Department

Centerra understands the use of a private partner is a newer concept in the United States for most local government agencies; however, the use of private fire departments in European countries has played a major protective role for decades. In addition, the use of private sector QA/QC reviews can create the potential for bias. Therefore, as a quality assurance warranty, Centerra commits to Accreditation for the San Bernardino Fire Department within three years of contract award to provide third-party validation of our management and training approach to Fire and EMS. This accreditation is an important feature of our proposal and would place the City of San Bernardino Fire Department among a small group of jurisdictions who have achieved such Accreditation.

Records Management and Cost Controls

Centerra achieves managerial, administrative and training efficiencies through the use of value-added tools such as Deltek CostPoint and the Emergency Reporting Records Management System (ERRMS). Use of these systems facilitates making informed financial decisions and effectively manages the Fire department by providing real-time access to financial data for cost controls and expenditure forecasting. Deltek provides contractual and financial management solutions, transparency and cost control options to identify opportunities for optimization within the department.

ERRMS captures and records all pertinent data including training accomplished, certifications achieved, daily fire department activities, inspections completed, equipment testing requirements, and vehicle maintenance/inspections, to include maintenance schedules for all fire equipment and Personal Protective Equipment (PPE). ERRMS cues the responsible officer two months prior to all expirations, testing and/or maintenance requirements so re-certification or re-calibration work is scheduled prior to expiration. We also use semi-automated scheduling software to reduce overtime expenditures and optimize redeployment of services/equipment based on data analysis results...all to the benefit of the City by helping to reduce the Fire Department's cost footprint without adverse impact on performance or Public Safety.

Customer Satisfaction

Centerra consistently receives highly favorable ratings and comments specific to our professionalism, technical expertise, timely and accurate reporting, management response and commitment to service excellence. Throughout our 50-year service history we have maintained strong fiscal responsibility, never having missed a payroll, defaulted on a loan, received a monetary OSHA citation, or had a government contract terminated because of unsatisfactory performance. We enjoy long-term relationships with our clients, demonstrated by their level of satisfaction with our services. Our Nevada National Security Site (NNSS) contract, originally awarded to Centerra in 1964, is but one example of a long-term commitment repeatedly validated through highly-competitive procurement cycles every five years. Other examples include the NASA Jet Propulsion Laboratory contract, which was re-awarded to Centerra for an additional 10 years and the Chennault International Airport contract, recently re-awarded to Centerra. Centerra's Fire and EMS personnel are family, fully committed to long-term careers and integrated into their respective communities.

Equal Opportunity

Centerra is an Equal Opportunity employer who embraces the benefits of a diversified workforce that reflects the demographics of the communities we serve. As a potential cost savings, we actively seek qualified Fire Fighter and EMS applicants from military veterans and reserve personnel returning from duty. We also train

highly motivated and qualified personnel in Fire Protection, Fire Prevention and Emergency Response Services using our in-house partnership with Texas A&M University and the Texas Engineering Extension Service (TEEX) to diversify the workforce. This program provides opportunities for professional advancement, enhanced professional technical capabilities, and encourages our employees to further their education so they can become effective leaders in the future. It also promotes a stable workforce when a commitment to our employees is reciprocated with their commitment to stay with us.

It is Centerra's policy to afford equal employment opportunity to all individuals, regardless of race, creed, color, religion, gender, national origin, ancestry, age, marital status, veteran status, disability, medical condition (as defined by California Government Code section 12929), gender identity or sexual orientation. Each Centerra employee, as well as all applicants and subcontractors with whom we do business, will not be subjected to sexual, racial, religious, ethnic, or any other form of unlawful harassment and/or discrimination. We are committed to these principles—not only because it's the law—but because it is morally and ethically the right thing to do.

Conclusion

Centerra recognizes the complexities of adopting a new business model to Fire and EMS and remains sensitive to the potential impact such action can have on the City's restructuring and legacy programs. As an incentive to both the City of San Bernardino and our Fire and EMS employees serving you, we propose to implement a performance-based award fee, equal to five percent (5%) of the total contract value. *Simply put, if we don't perform, you don't pay this fee.*

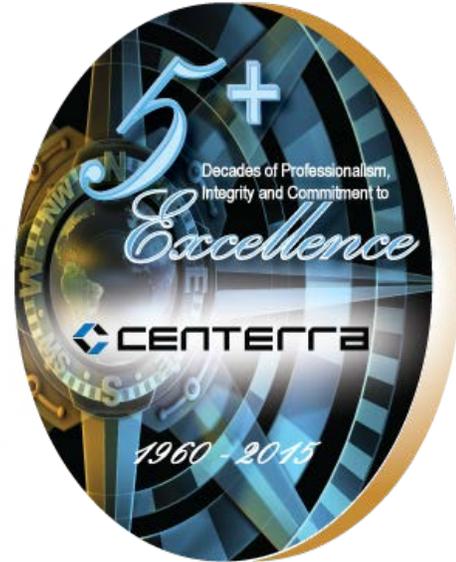
However, we are confident in our ability to perform, and will divide the amount of the award fee in half between our employees in the City of San Bernardino and the company. This money would be direct deposited into the employees' 401(k) account on an annual basis. This incentive is just one more way that Centerra and our employees are driven to perform, all to the benefit of the City of San Bernardino.

We respectfully present our Technical/Price Proposal for your consideration and look forward to working with the City on this important requirement. While our proposal is specific to the needs of San Bernardino, several options are presented so that the City can best select what is right for the citizens and visitors to the City of San Bernardino.

1. Introduction

Centerra has provided compliant, customer focused Fire Protection, Fire Prevention and Emergency Medical Services for over 50 years and amassed a combined 200 contract years of management expertise, operational experience, and Lessons Learned. This knowledge is used by Centerra to:

- Continuously improve our operations
- Implement an employee driven health and safety approach
- Maintain full compliance with applicable codes, standards, regulations, rules and laws, and most importantly,
- Ensure that our delivery of services remains focused on our customers and their needs - both now and in the future



Centerra provides to the City of San Bernardino the most efficient Fire and EMS model available. As individuals, we will be fully embedded within the community. We will live there; our children will go to school there. We are fully vested in *our* public safety. As a community, we support our neighbors through adherence to all principles of mutual aid and cooperation. As a corporate entity, we anticipate being part of a promising future by providing a business model other service providers will attempt to emulate. We look forward to serving the City of San Bernardino, not only as your Fire and EMS provider, but as your citizens, constituents, coaches, teachers and friends. We share the common interest in successful economic development and future prosperity, not only for ourselves but for our community.

1.1 Incumbent Personnel

Centerra recognizes that the transition of the Fire Department to contracted services has the potential to create concern on fire and EMS personnel currently employed by the City of San Bernardino. Centerra is highly experienced in transitioning workforces as well as negotiating labor contracts governed by Collective Bargaining Agreements (CBAs) and legacy pensions. These types of transitions occur every 5 years on many of our government contracts and the process is highly similar to that required to transition the City's Fire and EMS to Centerra management. The first step in all such transitions is to clearly demonstrate we are not in an "*Us vs Them*" environment. It is a team approach seeking a common objective of cost effective services, job security and wage parity. The success of this approach is evidenced by the fact that Centerra has never failed to negotiate/re negotiate a CBA, nor have we experienced a work stoppage from failed negotiations.

The Fire Service is a family, and Centerra has a long and proud tradition in this field of service. To this extent, Centerra clearly states that current personnel who are qualified, meet Centerra, NFPA, OSHA, CAL/OSHA, and City of San Bernardino training and certification requirements, and have a positive customer service-orientated attitude, have first right of refusal for positions based on the staffing plans presented in our proposal. The exact number of personnel to be hired is contingent upon the Fire and EMS plan option selected by the City.

Should incumbent personnel elect not to join the Centerra team, we follow a straight forward staffing process. Most importantly, we offer local residents who may be qualified/certified as firefighters the opportunity for employment in San Bernardino after being fully briefed regarding the new contract requirements and performance standards. In summary, the Centerra staffing process follows three main categories:

1. **Transition qualified incumbent San Bernardino Fire Employees to the Contract:** Centerra offers first right of refusal to all qualified incumbent personnel to transition to the new contract, contingent of staffing availability.
2. **Recruitment and New Hires:** Centerra first advertises internally using our internal Fire and EMS database to solicit qualified local candidates. Concurrent with these efforts, we activate our recruiting and hiring plan focused on recruiting and hiring qualified fire and EMS personnel. Centerra actively seeks gender and minority hiring opportunities in keeping with EEO federal law, and applies a residential preference in hiring.
3. **Transition qualified Centerra personnel:** Centerra assesses the qualifications of interested staff employees to determine if each meets the required standards and can adapt to San Bernardino requirements.

1.2 Residential Preference/Diversity in the Workforce

First, the single, most recognizable means by which to ensure success in any business, is to give your employees a sense of empowerment, and engage them as stakeholders. If we could have a fire department completely composed of San Bernardino residents, we would. That concept really applies anywhere. Having a stake in your job and your community, inclusive of the very well-being of your friends and neighbors is a very powerful motivator. As stated in Section 2.4.1 Community Outreach and Affirmative Action, we will actively recruit from the City of San Bernardino for entry level fire positions that can be filled with local qualified candidates. Efforts will be focused in accordance with the law, but we certainly would like to see the employees of the fire department reflect community demographics, both literally and figuratively.

We can also help residents set their sights for a career in the fire service well beyond San Bernardino. Centerra proposes to use programs such as IAFF's Diversity Initiative; Achieving and Retaining a Diverse Fire Service Workforce, Firefighter Diversity Recruitment Council and Fire 20/20 to demonstrate our commitment to diversity for the City of San Bernardino, and the residents who may want to consider the fire service as a career.

Benefits of Registering in the National Recruit Database - For residents who aspire for a career within the Fire Service, encouraging them to join the National Recruit Database is one of the best things they can do to increase their prospects for success. For a very low subscription fee, they will receive email alerts of upcoming application, testing and other recruitment events. These will come directly from the Firefighter Diversity Recruitment Council, a nation-wide network of Fire Departments.

In addition to receiving valuable tips to help residents become a more qualified candidate, there are many other useful resources available, such as:

- Links to resources such as Paramedic/EMT training, schools with a Fire Science program, etc.
- Fire Service organizations that can help residents through entry-level workshops and intern activities.
- Volunteer and student fire programs.

FIRE 20/20's Recruiting and Retaining Diversity On-Line Training Series

The webinars we like to utilize (depicted below) discuss relevant topics that relate to recruiting and retaining diverse candidates to the fire and emergency medical services and feature a panel of experts for each topic.

Partnering For Prevention on-line Training program teaches fire and emergency services personnel how to effectively engage their multicultural communities in sustainable, cost-effective prevention partnerships that bring free resources and increased commitment from the community.

Why I Chose Fire: Next Generation Videos

The *Why I Chose Fire: Next Generation* videos informs, inspires and motivates qualified, inclusive, diverse, and safety-conscious Generation Y, ages 15-25 to join the fire/emergency medical services. *Why I Chose Fire: Next Generation* features inspirational interviews with first responders about why they love volunteering and what inspired them to get involved in the fire/EMS services. The videos articulate what potential firefighters need to know to be successful today and in the future. These programs are easily integrated into your recruitment campaign: on your website, social media pages, on local cable access, and in presentations at schools at community events.

1.3 Cost Effectiveness and Accountability

Centerra is offering a firm-fixed price contract; thus, the City will understand the associated costs on a monthly basis. Recordkeeping for this contract is accomplished using DELTEK and the Emergency Reporting Records Management System (ERRMS). Both of these systems are approved for use by multiple federal and states authorities and are in wide use by large metropolitan fire departments, the U.S government and DOD military installations.

DELTEK provides Cost Reports Payroll, Cost Tracking (Cost Controls), Time and Labor Collection, Expense Management, Procurement, Budgeting and Planning, and Performance Management. ERRMS captures and records all pertinent data to include training accomplished, certifications achieved, daily fire department activities, emergency response, inspections completed, equipment testing requirements, vehicle maintenance/inspection requirements, supplies used, expiration dates, and inventories of medical supplies and use of scheduled pharmaceuticals.

1.4 Training, Prevention and Performance

To ensure the uninterrupted operation of your San Bernardino Fire Department, Centerra Fire and Emergency Services implements a proactive operational approach rather than a reactive response to the delivery of fire suppression, prevention, EMS and safety oversight services. This philosophy is demonstrated every day in a three-pronged approach that includes *training, prevention, and performance*.

While a proactive approach through prevention is extremely successful in reducing and mitigating uncontrolled events, we also know that even with the best prevention programs, incidents can and will occur. Whether we are dealing with the human factor or natural disasters, we must remain diligent in training and response and ensure emergencies are properly managed, contained, controlled and mitigated quickly.

Centerra achieves this level of excellence, in part, by supporting the fire prevention and emergency response needs through the use of an aggressive Performance Based Training and Certification Program. Our program promotes personal and professional advancement, enhance professional technical capabilities, and encourage our employees to further their educations so they can become effective leaders in the future.





Scope of Services

As a partner with the City of San Bernardino public safety interests, Centerra provides fire, Advanced Life Support emergency medical, and other emergency and non-emergency services. We are committed to the City in performing these duties with pride, dedication and skill. This proposal provides 3 options with different configurations for consideration. All options are scalable to adapt to future changes and at no time, puts the City at unacceptable risk. Each approach provides the City with the following:

- Fire suppression and prevention
- Vehicle and technical rescue
- Hazmat response (Technician/Specialist)
- Emergency medical non-transport response (ALS and BLS)
- EMS support and training
- Medical Continuous Quality Improvement (CQI) program
- Training and personnel development
- Emergency management
- Code enforcement
- Building plan review
- Inspections
- Investigation
- Community education

1.5 Responsiveness to the City of San Bernardino

Centerra believes in hierarchical management structures, Continuity of Operations (COOP) contingency planning and depth in force. As illustrated in **Section 5**, Centerra's Fire Chief reports directly to the City of San Bernardino' Designee for oversight of our contract. This arrangement, and the autonomy granted our Fire Chief (Centerra maintains a decentralized operational structure), provides responsiveness to the City Manager, Mayor and City Staff. This structure also allows for decisions to be made immediately on-site and appropriate action to be taken without unneeded operational or administrative layers.

These relationships are codified during Centerra's contract transition, where we adopt a "partnering" approach with all City stakeholders to understand challenges and establish communication lines and protocols. This begins with the expectation that management clarifies both specified and implied tasks of the contract. We achieve this through the use of our corporate Transition team who immediately mobilizes and reports to the City upon contract award to help facilitate the transition. While the Fire Chief remains critical in the transition process, our experience has proven the use of a dedicated Transition team assists him (her) in accelerating the transition by allowing the Fire Chief to remain focused on managing the Fire Department, not transitioning a contract. Inherent to the transition is the identification of all liaison points of contact for all stakeholders in City Government and the community to ensure our delivery design meets the needs of the community.

Upon mobilization and contract transition to Centerra operations, the key to ongoing responsiveness is open and frequent communication. Communication is both formal and informal and takes many forms. Formal communications are accomplished through the preparation and timely submittal of required deliverables including plans, reports, records, briefings, logs, etc. Formal communications can also include such things as regularly scheduled or recurring meetings and status presentations. Informal communications can include such items as:

- Regularly scheduled or unscheduled meetings and telephone conversation
- The Fire Chief's "Open Door" policy with City stakeholders
- Ad hoc meetings convened to address specific topics as they occur
- Correspondence via e-mail
- Availability to meet with community groups, etc.

Centerra is committed to establishing and maintaining an environment of participation and open communication with the City. Communications and information exchange is key to ensuring we remain responsive to City of San Bernardino during the critical transition / mobilization phase as well as throughout the life of the contract.

1.6 SBFD Operations Plan

The Fire Chief, with assistance from the Centerra Sr. VP of Safety, Fire, and Emergency Services, develops an up-date Centerra's Operations Plan for the City. The Operations Plan contains project management level components to include:

- NFPA/OSHA/CAL/OSHA Compliant Occupational Safety and Health Plan
- Accident Prevention Plan
- Quality Control Plan
- Employee Drug Screening Plan
- Strike and Work Stoppage Contingency Plan
- Risk Identification and Mitigation Plan
- NFPA, OSHA, CAL/OSHA, and Individual Contract Compliant Performance Based Firefighter Training and Certification Program
- Training Plan

All plans, policies, and standard operating procedures (SOPs) are tailored to address the specific project requirements for City of San Bernardino. Records, reporting, and related information associated with the project are entered into and maintained in the Centerra provided web-based ERRMS, with access to designated City officials to provide a transparency in service.

Additionally, in order to ensure responsiveness to the City, it is extremely important for our personnel to have a strong, visible presence. We feel such a presence not only improves fire and life safety, but also improves relationships with the City staff, local businesses, citizens, visitors, and community organizations.

We understand training of our personnel to meet all of the requirements of the contract is of the utmost importance in achieving community safety. Fire operations are low-frequency, high-risk occurrences, and require a highly-trained and frequently exercised response force. Through the use of a designated Training Plan, and requiring our personnel meet the training regulations and standards outlined under NFPA, OSHA, and CAL/OSHA, the City is confident the Fire Department is fully capable of performing their duties and able to appropriately respond to the unusual event.

All training is documented and maintained in the ERRMS as a historical record. This web-based system provides Centerra with a way to schedule training, record training that has been accomplished, electronically maintain training lesson plans and power point presentations, track certifications, and ensure all fire department personnel are in compliance with the contract at all times. This verification is available to the City at any time.

In order to respond to emergencies quickly and safely, Centerra also believes that it is important that the vehicles and equipment we use, as well as the station we respond from, remains in good repair and in a constant state of readiness. We accomplish this by ensuring that all required maintenance, testing, and inspection is accomplished in accordance with City requirements and the manufacturers' specifications.

When emergencies do occur, we respond and mitigate them in the safest, quickest, and most environmentally responsible method possible, acknowledging that patient care and fire suppression is Job One. Centerra's firefighting teams are always at the ready to respond to all types of emergencies that may occur in the City, or for mutual aid assistance, when such a request has been approved by the City of San Bernardino.

Centerra is a mature corporation that has the necessary plans, procedures, and tools in place to ensure constant compliance with the contract and responsiveness to the City. Our corporate support staff, located in Palm Beach Gardens, Florida, is available to assist the Fire Chief and provide him/her with the support he/she needs. Support services that can be accessed include: Human Resources, IT support staff, accounting department, legal support group, and recruiting.

Centerra also maintains a robust auditing program for its contracts. Subject Matter Experts (SMEs) from all areas of our company regularly conduct in-person on-site visits worldwide to ensure compliance with company and contract requirements. They also provide support when needed. Centerra's Audit Teams report directly to the Centerra Board of Directors and perform announced and unannounced audits of operations, training, and other financial and performance parameters. Finally, Centerra's Sr. VP of Safety, Fire, and Emergency Services (Chief Rick Tye) will also conduct formal semi-annual technical assessment inspections of Fire Department operations to ensure contract compliance.

2. Innovative Approaches and Regional Solutions

As a customer-centric organization, Centerra tailors our approach to the City of San Bernardino based upon present day (the “as-is” state) as well as the strategic vision (the “to-be” state). We remain mindful that fire services are deeply entrenched in cooperation and mutual assistance. Centerra fully understands this valued principle and are proud to have fire professionals serving in all four corners of these United States as well as on foreign soil. All of our Fire Service contracts have mutual aid components, inclusive of training, live fire drills, emergency management and incident command, County and Regional planning, and Mass Casualty Exercises.

The historical perspective of the fire service is borne out of a sense of service to the community. From the “bucket brigades” in the Old West, to the Volunteer and Municipal Fire Departments of today, a sense of identity is derived by local Fire Departments. With these core principles in mind, our management and technical approach is innovative and our methodology cooperative. The Centerra proposal options allow the City of San Bernardino to select the level of protection that best meets the current economic realities while providing the flexibility to grow during times of future prosperity and the resultant population growth.

All of our solutions are based on creating a partnership with the City, its citizens, the business community, local schools, civic organizations, surrounding municipalities, and San Bernardino County. We offer this partnership in a fiscally responsible environment that takes into consideration the most important aspects of fire and EMS; providing a safe and secure, service-oriented environment. The following sections are common to all solution sets and provide the basis, in part, to justify both present and future budgetary and operational Fire Department decisions. They additionally reflect the findings and recommendations of the CityGate Associates, LLC., Fire Services Deployment Study.

2.1 Integrate Advanced Firefighting Tactics into the City of San Bernardino

The Firefighter Safety Research Institute (FSRI) at Underwriters Laboratories (UL) has been diligent in bringing hard science back into firefighting techniques and thus, fire prevention. In recent years, UL and National Institute of Standards and Technology (NIST) have combined to conduct more than 200 structural fire experiments to measure how fire responds to different variables and modes of attack. The work represents the most extensive scientific research in decades at firefighting tactics and is uncovering what researchers believe are serious flaws in how today’s fires are fought. Three main ideas have received the most attention: flowing water onto a structure fire from the outside, or “hitting it hard from the yard,” is often the best option and can save the lives of civilians and firefighters; venting is not always a life saver and, in fact, can quickly turn deadly; and water cannot push fire into other parts of a structure.

All of those ideas run contrary to the conventional wisdom of many fire departments, which for decades have utilized venting and aggressive interior attacks, moving from the unburned to the burned side of a structure to avoid pushing smoke and fire further into the building.

The information is also driving some of the most significant tactical changes the fire service has seen in decades. Last year, an addendum including these suggestions was published in Jones & Bartlett’s Fundamentals of Fire Fighter Skills, third edition, one of the nation’s most popular firefighter training manuals. This year, with funding from the Assistance to Firefighters Grant program, instructors from the International Society of Fire Service Instructors will hold two workshops in each of the 50 states to train firefighters on the new tactics. Last September, the Urban Fire Forum, an annual meeting hosted by the Metro Chiefs membership section of NFPA, brought together 25 fire chiefs from around the country who unanimously adopted a position paper encouraging fire departments to adopt the new tactics. Our proposal embraces this new scientific study and Centerra will employ the concepts to the City of San Bernardino Fire and Emergency Services.

2.2 Fire Department Accreditation

The Commission on Fire Accreditation International (CFAI) is committed to assisting and improving fire and emergency service agencies around the world. It achieves organizational and professional excellence through its strategic self-assessment model and accreditation process that provides continuous quality improvement and enhancement of service delivery to the community. This accreditation is the “*Gold Standard*” of fire and EMS delivery.

The CFAI program is a comprehensive self-assessment and evaluation model that enables fire and emergency service organizations to examine past, current, and future service levels and performance and compare them to industry best practices. This process leads to improved service delivery by helping fire departments:

- Determine community risk and safety needs
- Evaluate the performance of the department
- Establish a method for achieving continuous organizational improvement

A task force of highly qualified and dedicated chief fire officers, trainers, city/county administrators, and academic professionals worked together to create the self-assessment model—the basis for CFAI accreditation. The goals that guide the development process emphasize that the system must be:

- Applicable across the broad spectrum of the fire service industry
- Challenging
- Contemporary, not revolutionary
- Able to evolve over time
- Achievable
- Useful for a comprehensive organizational evaluation
- A practical management tool for fire and EMS agencies

This accreditation process is an important feature of our proposal as it places the San Bernardino Fire Department among a small group of jurisdictions who have achieved this prestigious Accreditation. It is just one more way the City can prove itself a true pioneer of services to your citizens and businesses.

Centerra understands the use of a private partner is a newer concept in the United States for most local government agencies. Therefore, as a quality assurance warranty, Centerra commits to Accreditation for the San Bernardino Fire Department within three years of contract start date. . If Centerra does not achieve Accreditation within the first three years, the City can negatively impact Centerra’s “at risk award fee”. Additionally, Centerra will commit to a \$250,000 penalty if this metric is not achieved.

2.3 Revenue Enhancements

Centerra will work closely with the City to identify and pursue additional revenue sources for the City of San Bernardino’s General Fund and help offset Fire Department costs. These opportunities, which are discussed throughout our proposal, include establishing false alarm fees, commercial fire inspection fees, and fire code violation fees, all of which have been successfully implemented in other California locations. We also address within this proposal how the fleet management aspect can serve as an offset to cost, as well as work performed by Centerra certified mechanics and EVTs.

The value of accreditation is defined by the Commission on Fire Service Accreditation as follows:

Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally recognized benchmark system to measure the quality of fire and emergency services

2.4 Community Development

As a local stakeholder and engaged member of the San Bernardino community, Centerra will pursue community outreach initiatives such as: (1) creating a local scholarship program, (2) establishing walk-in clinics for non-acute care, (3) work with the County to provide free immunizations and screenings, and (4) making donations to City parks and libraries. Additionally, fire personnel will be frequent visitors to area schools, assisted living facilities, nursing homes, shopping areas, and the like to make it known that San Bernardino’s bravest are here for one simple principle, to fight fires, save lives and property, and promote the general health of the city through safety, response, and actionable projects.

2.4.1 Community Outreach and Affirmative Action

In addition to becoming part of the community, we want to make sure that our personnel come *from the community* of San Bernardino. In our effort to “*grow*” fire personnel into community members and leaders, we will actively recruit from the City of San Bernardino for entry level fire positions that can be filled with local qualified candidates. Efforts will be focused in accordance with the law, but we certainly would like to see the employees of the fire department reflect community demographics, both literally and figuratively.

By hiring residents of the City of San Bernardino and sending them through the local fire academy, the new firefighters instantly become stakeholders in their own community.

Sometimes, you have to look back to take a step forward. Before paid fire departments, the core of the fire service was the volunteer firefighters who had a stake in protecting their own communities.

And once hired, we will continue to support new recruits in the Academy through a “*Mentor-Protégé*” program whereby they will be paired off with experienced fire personnel who can assist them with the personal and professional “balance” necessary to become a firefighter.



2.5 Service Innovation Analysis

Working with the City of San Bernardino, Centerra will provide, within 210 days of transition, an analysis of potential service and cost innovations for your consideration. These are summarized in Exhibit 2-1 Additional Services Value-Added Matrix. This analysis will evaluate all aspects of fire and emergency services to identify potential areas of cost reduction and service innovation. Long-term daily operations frequently taken for granted will be benchmarked, not only against industry standards but to identify new approaches for service and delivery innovation. Centerra will subsequently conduct an annual analysis to validate operations provided to the City remain cost effective, meet or exceed industry standards, and are in concert with the mission, goals and objectives of the City of San Bernardino.

Exhibit 2-1 Additional Services Value Added Matrix: No cost – value added benefits and opportunities for the City of San Bernardino

Feature/System Offered by Centerra	Enhanced Revenue Opportunity for San Bernardino	Improved City Operations	Enhanced Customer Experience	Continuous Service Improvement	Enhanced Fire Safety Standards
Accreditation	✓	✓	✓	✓	✓
Grant Writing Assistance	✓	✓	✓	✓	✓
Service Innovation Analysis	✓	✓	✓	✓	✓
Standards of Response Coverage	✓	✓		✓	✓
Critical Facility Risk Assessment	✓	✓	✓	✓	✓
Laboratory Foam Analysis		✓	✓	✓	✓
Leading Practices and Lessons Learned to Improve Operational Efficiencies and Enhance the City’s Fire and Safety Posture	✓	✓	✓	✓	✓
Minimize Workforce Interruption		✓	✓	✓	✓
Minimizing the Potential for a Labor Dispute		✓	✓	✓	✓
National Training and Certification System		✓	✓	✓	✓
Learning Management System		✓	✓	✓	✓
Awards and Recognition Program	✓	✓	✓	✓	✓
Professional Development	✓	✓	✓	✓	✓
Promotions	✓	✓	✓	✓	✓
Industry Best Practices Project Management Suite	✓	✓	✓	✓	✓

2.5.1 Future Innovations for Cost Savings and Operational Efficiencies

Future innovations can include use of iPad™ and tablet PCs to prepare and upload NFIRs reports on-site as is currently done at our NASA Ames location. NFIR compliant forms are pre-loaded into the tablets allowing the report generator to simply fill in the forms and upload the information directly to the system. Alternately, reports can be electronically prepared on site and uploaded via ERRMS upon return to the station.

Once manpower efficiencies are achieved and refocused on Fire Prevention, the above approach can be expanded for use in the Community Risk and Critical Facility Assessments. By electronically archiving both risk assessments, fire fighters conducting initial and subsequent surveys can compare structures against design and “as-built”, update alarm and fire box locations as required and assist with the review of each location’s internal fire plans. This highly proactive approach benefits the City through direct interaction of the Fire Department with the community and reinforcing the requirements of individual self-preparedness.

2.6 Service Innovation and Safety through Technology

Centerra utilizes the latest cutting edge technologies in fire suppression to supplement the traditional strategies and tactics currently being used throughout the industry. Centerra constantly strives to adopt the most revolutionary and fiscally responsible improvements in its fire service delivery. Piercing Ultra-High Pressure Firefighting and other technologies serve as the next-generation breakthrough solutions for accessing, cooling and extinguishing fires with unsurpassed effectiveness.

Ultra-High Pressure

With emergency drought conditions persisting throughout California, the State Water Resources Control Board adopted an emergency regulation requiring an immediate 36 percent reduction in overall potable urban water use statewide in accordance with Gov. Jerry Brown's April 1 Executive Order. The action follows the release of water production figures for the month of March which registered only a slight increase from the amount of water saved in the prior month. The amount of water conserved in March 2015, as compared to March 2013 was 3.6 percent, up less than one percent from February's results.

Ultra-high pressure (UHP) is the creation of miniscule water droplets delivered at an extremely high velocity. Use of this method to extinguish fire quickly separates the fire from the fuel source and leaves a thin foam blanket in the wake to prevent the fire from reigniting.

UHP behavior is different from other forms of fire suppression currently in use in the fire service. Standard pressure systems follow a surround-and-drown mindset, requiring massive amounts of time, effort, resources and clean-up. Smaller water droplets created by UHP cover a much larger surface area than that of low-pressure droplets. This increased surface area translates to more contact with flames, higher heat absorption and faster extinguishment. Increased contact with flames also means much less water is wasted and much less water is needed.

Utilizing UHP is but one way that more can be done with less.

Extreme Water Efficiency: Use much less water and be much more effective. With low-pressure fire pumps, as little as 10% of the water goes towards extinguishing the flames. The other 90% falls away, completely wasted. Ultra-high pressure suppression systems use 1/3 to 1/10 the water with more than 90% effectiveness. Any water not applied to the flame is converted to steam that fills the room's atmosphere and cools the air.

Rapid Heat Reduction: Rapid Cooling. The biggest weapon a fire has is heat. In enclosed areas thermal areas can vary as much as 1,000°F between the floor and ceiling. Testing has shown that using ultra high pressure fire suppression and proper attack patterns, upper layer room temperatures can be decreased by more than 1,000°F in seconds.

Effective Smoke Ventilation: Where there's smoke, there's danger. One of the unexpected, but most appreciated, aspects of ultra-high pressure is its phenomenal positive pressure ventilation capabilities. Smoke exits a room significantly faster using UHP, markedly improving safety and visibility.

Diminishing Damage: Suppression without destruction. In most cases a fire only effects a small portion of a structure. The widespread damage and destruction is typically the result of water and smoke. UHP fire suppression uses considerably less water, most of which evaporates, leaving significantly less damage.

Going Where Others Can't. Centerra will utilize this technology on our proposed Light Duty Rescue with a more compact system allowing firefighting efforts to reach where traditional fire apparatus cannot go. This Light Duty Rescue may be the only vehicle with this type of firefighting capability that could reach difficult and remote areas of San Bernardino quickly.

Centerra will utilize a piercing application of UHP that will provide firefighters' safety by offensively attacking fire and fire gases from a defensive position. This approach of Piercing Ultra High Pressure Firefighting allows the operator to attack fire from a safe exterior position without the firefighters entering the interior of a structure long before the first attack line is pulled and charged from a fire engine.

The special nozzle pierces the outer structure with high pressure water and aggregate enabling an exterior attack on the involved structure. Once the outer structure is penetrated, the special nozzle then sprays ultra high pressure mist into the thermal layer which cools the interior, dropping temperature from 1500F to 200F in a matter of seconds.

Dry Sprinkler Powdered Aerosol (DSPA) Devices

Centerra will purchase and place in service Dry Sprinkler Powdered Aerosol (DSPA) fire extinguishing devices. These devices are simplistically described as fire extinguisher grenades that can be thrown into an enclosed area to knock down a fire. These devices act volumetrically, which means that a compartment is filled with an extinguishing agent that extinguishes and suppresses fires in less than a few seconds. They use a safe, non-toxic potassium carbonate condensed aerosol, which is dispersed within a fire compartment as a fire knockdown tool.

When properly deployed, a DSPA device interrupts flame and lowers temperature rapidly, making an interior attack safer. Deployment of these types of devices may buy time for additional responders to arrive and for hose lines to be deployed for an interior attack. They may also provide the ability to initiate an attack on fire in areas that are difficult or impossible for crews to access such as attics and basements.

These devices have their limitations, for example:

- A. They are generally only deployed in an enclosed space (fire has not vented, most windows and ceiling/roof are still intact),
- B. They disrupt thermal layers in the structure causing hot air to move temporarily towards the floor, creating a serious burn hazard for any occupants,
- C. They are most effective when deployed in the early stages of fire.

Centerra can purchase DSPA devices at approximately \$850 each. They come with a five-year warranty, and have an operational lifetime expectancy of up to 10 years under normal storage conditions.

Training will be conducted and the devices (if approved for use by the City) will be placed on all front-line Fire-Rescue vehicles. Fire-Rescue will use these devices to quickly knock down a fire before fire hoses can be put into place. The great advantage will be to initiate a fire attack from a safe exterior location, helping to stop the advancement of a fire to the flashover stage and making an interior attack safer for fire crews. Once fully incorporated into firefighting procedures these devices will save property and make firefighting with limited resources safer, and more effective.

3. General Responsibilities – Fire and Emergency Services

Finding #1: “The General Plan, the annual budget, and the response time policy adopted in 2000 by the Mayor and Common Council lack response goals tied to specific outcomes by type of emergency. This is not congruent with best practices for emergency response time tracking. Updated deployment measures are needed that include specialty response measures for all-risk emergency responses that includes the beginning time measure from the point of fire dispatch receiving the 911 phone call, and a goal statement tied to risks and outcome expectations. The deployment measure should have a second measurement statement to define multiple-unit response coverage for serious emergencies. Making these deployment goal changes will meet the best practice recommendations of the Commission on Fire Accreditation International.”

Finding #2: “The Department has a standard response dispatching plan that considers the risk of different types of emergencies and pre-plans the response. Each type of call for service receives the combination of engine companies, truck companies, ambulances, and command officers customarily needed to handle that type of incident based on fire department experience”

3.1 Operations Plan Development

After contract award and before the contract start date, the Fire Chief, accompanied by our Sr. Vice President Safety, Fire, and Emergency Services and Fire Service Subject Matter Experts, develops a comprehensive Operations Plan (OPLAN) for Centerra’s San Bernardino operations. The OPLAN addresses CityGate Findings #1 and #2 by defining response goals and specific outcomes by type of emergency as a best practice recommended by the Commission on Fire Accreditation International. The OPLAN is subject to review and approval by the City, ensuring the Mayor and City Council continue to maintain local control of services.

The OPLAN is a living, comprehensive document that identifies the individual responsibilities of the Fire Chief, Chief Officers, Captains, Driver-Engineers, Paramedics, Firefighters and EMT’s. It contains the Fire Department’s specific standard operating procedures (SOPs) and standard operating guidelines (SOG) by which we will operate. Collectively, these documents outline Centerra’s policies and procedures for all facets of fire department operations and ensure Centerra is in compliance with all contract requirements, as well as local, state and federal Fire and EMS regulatory requirements.

Centerra also recognizes several San Bernardino specific requirements, to include emergency response to numerous critical large-capacity fuel delivery lines, intermodal transportation and distribution hubs, a hydroelectric generating plant and reservoir, prevalence of earthquakes and technical rescue, Santa Ana winds and associated wildfires, and large sporting event venues. These require additional customer-specific SOP/SOGs. Centerra’s Fire Chief, with corporate and subject matter experts’ assistance during the transition period, is responsible for supplementing the OPLAN components with any required local procedures and/or directives. This includes the procedures for the maintenance of records within ERRMS to ensure compliance with approved NFPA standards, and OSHA/CAL/OSHA regulations, and San Bernardino contractual requirements. Fire Captains are responsible for entering records into the system and directing/completing the tasks that result in the generation of those records. Finally, individual firefighters are assigned to accomplish required tasks while under the supervision of their Officers, who will report the results to the Battalion Chief once they complete those tasks.

Additionally, the OPLAN assigns specific personnel additional duties such as fire station maintenance and repair Monitor, self-contained breathing apparatus testing and repair Monitor, protective clothing Monitor, vehicle maintenance and testing Monitor, equipment testing, etc. The Battalion Chief is responsible for oversight of all programs and responsibilities during his/her shift.

During the OPLAN development process, the Fire Chief also develops the Department’s Annual Work Plan (AWP) and the Annual Training Plan (ATP). The AWP identifies those projects and initiatives the

Chief wishes to complete in that calendar year. Similarly, the ATP identifies what training the firefighters will do for the year, the given month, and the particular day. Both plans are shared with the City’s designee.

The OPLAN is a living document that evolves with the contract, adding (or deleting) components when required. These include authoring job hazard analyses for each task firefighters perform. These analyses are used to ensure existing and new hire personnel fully understand how to perform each required task in the department, how to perform it safely, and how to perform it in the manner accepted within the Department. Additionally, the OPLAN contains Standards of Response Coverage (SORC). The SORC, when so approved by the City of San Bernardino, ensures that the Fire Department is operating in the most efficient manner to better protect lives, property, and the environment, as well as improve contract performance. **Exhibit 3-1, Recommended Deployment Objectives**, represents the timelines recommended by the CityGate study (and fully supported by Centerra) to provide qualified personnel with the requisite equipment on scene 90% of the time. This is a reportable metric used to measure performance as well as save lives and property.

Exhibit 3-1, Standards of Response Coverage (SORC) Recommended Deployment Objectives

Recommended Deployment Objectives (90% of the time)				
	Time from 911 Call	Company Turnout Time	Drive Time	Total Elapsed Time
Distribution of Fire Stations – treatment of medical patients and control of small fires	1 min	2 min	5 min	8 min
Multiple-Unit Effective Response Force for Serious Emergencies - confine fires near the room of origin, to stop wildland fires to under three acres	1 min	2 min	8 min	11 min
Hazardous Materials Response – initial scene evaluation	1 min	2 min	5 min	8 min
Technical Rescue – initial scene evaluation	1 min	2 min	5 min	8 min

4. Proposal Options

CityGate **Finding #19** (use of CAL FIRE for contracted services), **#20** (shared fire services via a Joint Powers Authority (JPA), and **#21** (annexation into the County Fire District) suggests the potential of cost savings and efficiencies. After review and direct contact with CAL FIRE, it was concluded none of these options provided the City with positive near-term cost savings for fire services. It is suggested that each of these options remain a consideration as the City’s economic recovery is realized.

As a result of the complexities and time-lines required to implement a CAL FIRE, JPA or Annexation arrangement, Centerra provides a proposal designed for the conditions found within the City of San Bernardino, the surrounding area, and the capacity to serve as a critical element within the City’s emergency response system. It acknowledges the 21 findings and integrates the 10 recommendations of the CityGate Study into a base offer plus 3 options for consideration, and provides the City with the near-term economic benefits it seeks. All options provide dedicated personnel and resources to keep the citizens, businesses, and visitors to the City safe, and when called upon, respond within NFPA guidelines to deliver emergency response by highly-trained personnel committed to your City. We understand that some options could not be implemented immediately and will require infrastructure modifications. However, with the potential savings on service options, the City will have opportunities to develop a service level scaled to local conditions.

Our rationale for the multiple options is based on the historical response and incident data provided by the CityGate Study as well as our internal analysis of NFPA staffing requirements, response times, a SORC in compliance with industry standards, and scalability to grow as economic recovery is achieved. While there are 4 options (including the base), the CityGate analysis identifies two major areas for improved efficiencies: (1) Fire Station Reductions, and (2) adoption of a new EMS Delivery Model Based on EMS Call Volume. Each individual option provides different levels of personnel and fire station reductions contingent on the City’s final desires.

4.1 Fire Station Reductions

The CityGate Study recommended closure of two poorly located fire stations with low call volume. Centerra concurs with these findings and recommends closure of Fire Stations 223 and 231 with repositioning of firefighting equipment and firefighter resources to remaining fire stations. In addition, Centerra recommends the City consider closing and/or relocating Fire Stations 225 and 232 based on CityGate Study data, if realignment of the facilities is accomplished. Closing these stations would reduce minimum required positions and equipment needs while still meeting fire response times. The alignment would also staff the Airport Fire Station with firefighter resources when activated on a straight-time basis instead of the current overtime basis by either restaging other fire station resources or using Reserve Firefighters. We would also recommend using temporary fire stations and designing new fire stations at more optimal locations further from the City’s edge to optimize response time based on call data and ISO standards. **Exhibit 4-1, Incident Percentage per Fire Station**, provides the 2013 data of the City’s incident percentages by Fire Station. It is noted that incident percentage is not the sole factor driving closure recommendations. Location, which directly affects response times, is also a factor.

Exhibit 4-1, Incident Percentage per Fire Station

Station	226	221	224	222	227	228	230	223	231	229	225	232
Percentage	21%	19%	17%	10%	10%	8%	8%	8%	7%	7%	6%	2%

Should the closure of Fire Stations 223, 225, 231, and 232 be realized, **Exhibit 4-2, Incident Activity per Fire Station** provides the readjusted incident projections to measure impact on staffing at the remaining Fire Stations. Per NFPA 1710, your Fire Department is required to respond to a residential structural fire with 15 firefighters and a Battalion Chief. Recommended staffing projections, even with the

most significant staff reductions to 34 personnel per shift across all stations, the City maintains compliance with NFPA 1710 with sufficient bench depth for concurrent and secondary response.

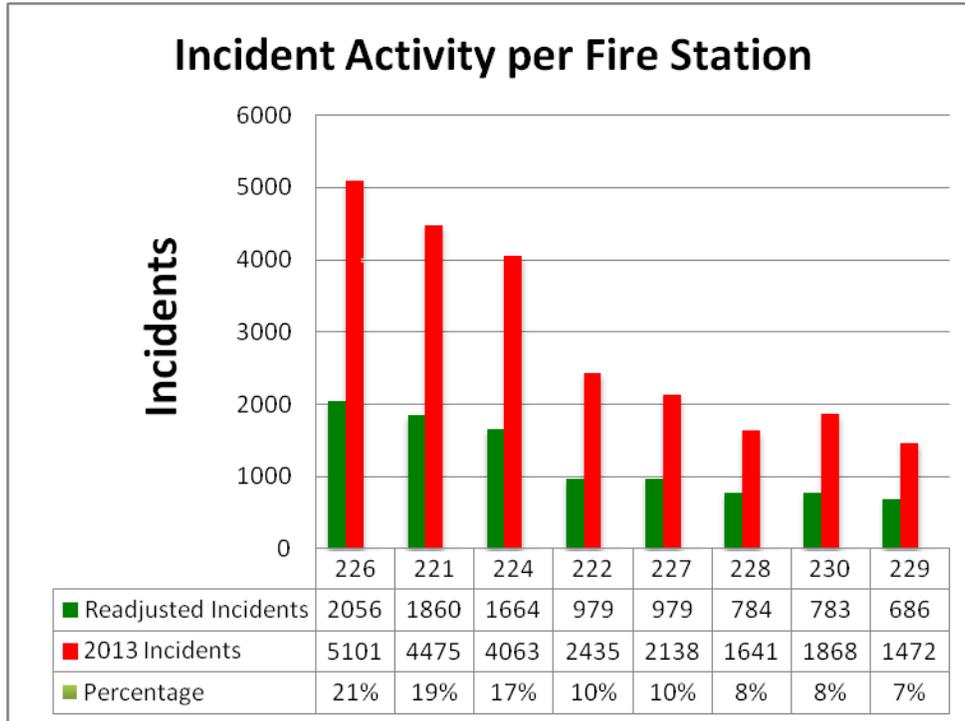


Exhibit 4-2, Incident Activity per Fire Station, adjusted for station 223, 225, 231, and 232 closure

4.2 New EMS Delivery Model Based on EMS Call Volume Data and Options

Centerra partially concurs with CityGate Findings #3 and #17 as provided below:

Finding #3:

“Apparatus staffing at 3 firefighters per engine and ladder truck is light for a city with San Bernardino’s risks and emergency incident volumes. Thus, it is not in alignment with delivering an effective force to keep fires below the greater alarm and/or conflagration point while also providing high levels of emergency medical response.”

Finding #17

“The City has such a high emergency medical incident volume, along with frequent structure fires, that any reduction in deployment of the response force will reduce response times and, at times, incident outcomes. The City is not over- deployed for fire companies to serve its diverse geography and risks.”

These findings assume that the City is unable to reduce its risk through Fire Prevention measures and desires to maintain its current EMS response volume. It is Centerra’s position that the adoption of a new EMS delivery model renders 3 firefighters per engine a highly viable approach by shifting more responsibility for Basic Life Support (BLS) and non-acute Advanced Life Support (ALS) response to American Medical Response (AMR), the County’s provider. **Exhibit 4-3, 2013 Patient Percentages**, depicts the total EMS response numbers for 2013 and the percentage of Basic Life Support (BLS), ALS and Acute status the Fire Department provided. The CityGate Study identified that the EMS response is disproportionate to the Fire Department’s core duties and responsibilities. This opinion is supported by extracting Exhibit 4-3 raw data to measure 2013 Fire Department EMS vs. Fire Incidents responses. The

CityGate Study thus identified that 87% of all responses were EMS related while only 13% were Fire Incidents. **Exhibit 4-4, 2013 EMS vs Fire Incident Percentages** visually depicts these findings.

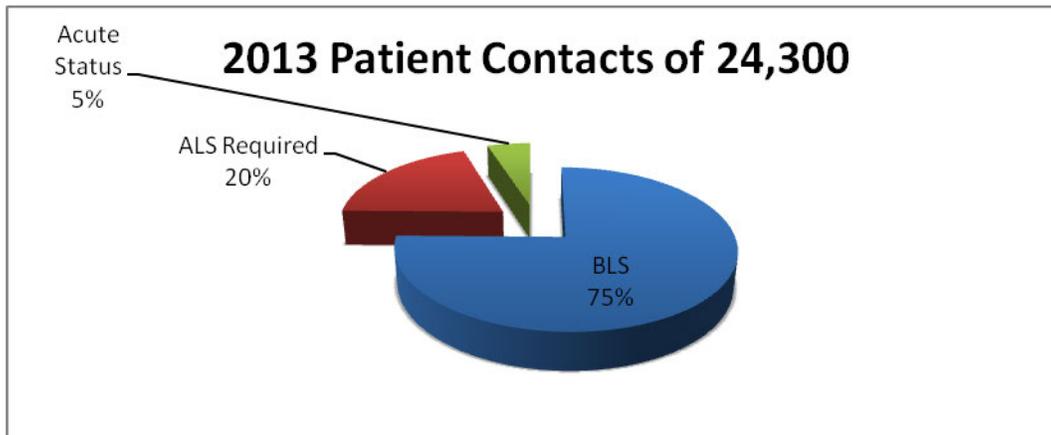


Exhibit 4-3, 2013 EMS Percentages

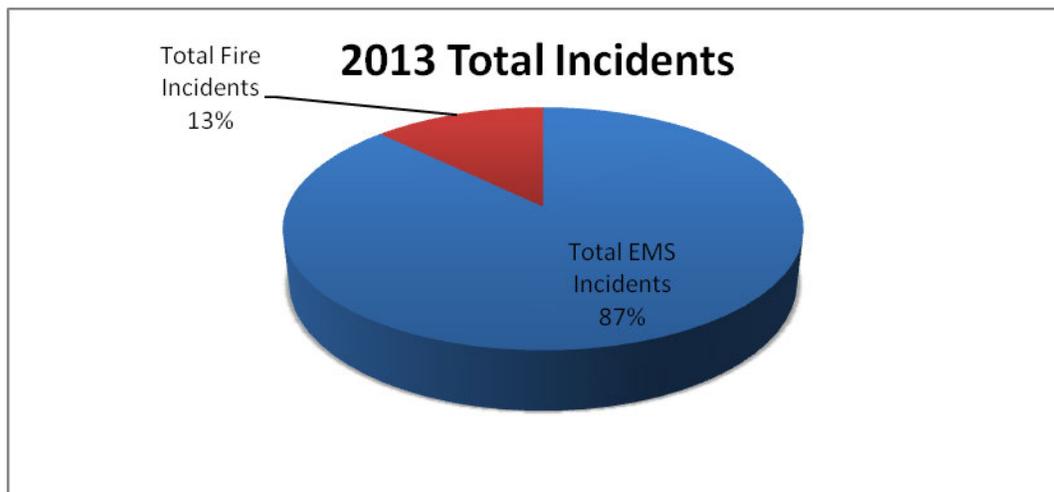


Exhibit 4-4, 2013 EMS vs Fire Incident Percentages

Based on the Study’s findings, Centerra firmly believes the correct approach to Fire Department efficiencies is to reduce the total number of non-critical EMS calls the department responds to by appropriately shifting some BLS response to AMR. This is not to suggest that the City abandon all EMS response. The very nature of a Fire Department will require continued EMS capabilities, a function that can be efficiently addressed through the use of Rescue Squads. We are suggesting that adoption of a new EMS delivery model can directly result in a 55% to 59% reduction in incident activity that allows the Department to maintain EMS capabilities and refocus on other activities such as fire inspections, community risk reduction, pre-fire planning, training, maintenance and testing of equipment and apparatus, and community education programs. These programs, in turn, reduce risk to the community.

4.3 Use of Rescue Squads

Consistent throughout the CityGate study are the multiple findings that the City expends a disproportionate amount of Fire Service resources on EMS response. This reduces the ability to respond to an actual fire incident and directly impacts response times. The following Findings are directly or tangentially related to the Study’s assertions and are based on the assumption the City desires to maintain the same level of EMS.

Finding #8: “The City’s time of day, day of week, and month of year calls for service demands are very consistent. This means the City needs to operate a fairly consistent 24/7/365 response system. Peak activity units would only be cost-effective when high call volumes can be reasonably predicted in the core areas.”

Finding #9: “The review of Unit Hour Utilization (UHU) shows a very high workload on all of the central City area fire stations from early morning to midnight. This level of workload is cause for serious concern, as it not only impacts response time, but crew rest, apparatus costs, and training time.”

Finding #10: “The high incident demand that exists in the core areas of the City, and the resultant high UHU percentages for a large number of units, are further driven by the effect of many simultaneous incidents in the core station areas.”

Finding #13: “Long travel times for the City’s fire units are due to high incident volumes, high simultaneous incident rates, and some fire stations not being well placed to serve the central City area.”

Finding #14: “Reducing travel times in the short-term during the fiscal crisis, while continuing to respond to all medical incident requests, will require additional funds for peak hour units in the central City area. These additional units would absorb some of the simultaneous incidents and would leave other units available within their assigned areas.”

Finding #18: The quantity of EMS incidents and the practice of immediately sending a fire unit to every 9-1-1 medical call, regardless of severity, are significantly lowering the City’s firefighting ability, risking its firefighters unnecessarily and increasing its expenses for personnel and equipment.

Adoption of the previously discussed EMS model, coupled with the use of Rescue Squads using light-duty non-transport medical rescue vehicles, will address the concerns of these findings. Shifting more responsibility for Basic Life Support (BLS) and non-acute Advanced Life Support (ALS) response to American Medical Response (AMR) will free up Firefighters to focus on Fire Incident response and Fire Prevention activities. While peak volume (Finding #8) is expected to remain unchanged, the pressure on the Fire Department is expected to be reduced by up to 59% through reducing EMS BLS response over time. This same rationale addresses the concerns expressed in Findings #9, #10, #13 and #14. **Exhibit 4-5, Projected Incident Response Ratios**, depicts the expected shift of County EMS vs. Squad ALS response. Total Fire Incident response of 13% is expected to remain consistent with the potential to decrease as improved fire prevention measures are implemented.

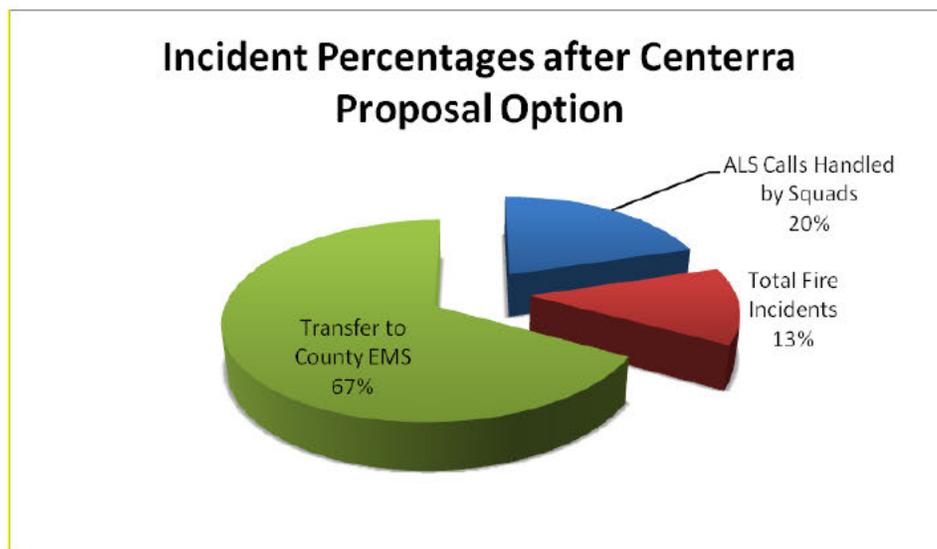


Exhibit 4-5, Projected Incident Response Ratios

The utilization of Rescue Squads using light-duty non-transport medical rescue vehicles is the best possible means by which to improve response times, reduce workload of fire suppression units, provide a better level of patient care, and save money. Our experience repeatedly validates that sending a 20-40 ton vehicle over the roadways negatively impacts the apparatus, the road, and the environment, while increasing risk to the public and firefighters. A light-duty non-transport medical rescue vehicle is a quicker and more economical means by which to respond to an EMS call, and reduces the liability to both the City and Centerra. We urge the City to implement an Option where there are at least two light-duty non-transport medical rescue vehicles, and to consider the Option where there are four utilizing a two-

person staffing model of a Paramedic and EMT non-firefighter certified (Centerra Option 3) to improve EMS response capabilities and reduce the use of large trucks for EMS response. **Exhibit 4-4** above provides the 2013 statistical data to validate this rationale. The benefits of using Light Duty Rescue Vehicles include:



- quicker response
- better maneuverability
- Ultra High Pressure (UHP) capable
- decreased liability
- reduced maintenance/out of service time
- less wear and tear on the roadways
- more efficient and environmentally-friendly/uses far less gas than full-size Fire apparatus
- reduced footprint, less intrusive at scene of emergency
- able to respond to locations inaccessible to other Fire apparatus

4.4 Use of Quintuple Combination Pumpers (Quints)

Finding #6: “Improving ladder truck coverage to the outer areas of the City would require the addition of two ladder trucks or the use of Quints (engine and aerial ladder combined apparatus) instead of engines in Stations 225 and 228.”

Centerra concurs with CityGate Finding #6 in part and recommends the use of Quints over traditional Ladder Trucks. The benefits of this approach include:



- most cost-effective solution to achieve aerial operations
- eliminates the need for truck companies
- greatly improves the level of service currently being provided
- UHP-capable
- could improve the ISO rating for the City, which ultimately results in cost savings in insurance premiums paid by businesses and residents
- compliant with CHP, DOT and NFPA criteria
- city could consider reconditioned units –which are readily available and carry warranties similar to new apparatus

4.5 Option Analysis and Rationale

Centerra proposes a base offer, which provides a “Full-Service” delivery, and four separate options with a variety of configurations of service and equipment to meet the City’s current and projected future needs. All alternative delivery options include the use of light-duty (non-transport) medical response vehicles staffed by Paramedic and EMT personnel non-firefighters, as well as Quintuple Combination Pumper (Quints) and other support services. The following paragraphs provide in detail the type and level of service to be provided, including benchmarks for performance criteria. All options are adaptable to changing economic conditions and able to expand once full recovery is realized. In addition, all options can be customized as required by the City.

4.5.1 Base Offer – Full-Service Delivery

Centerra’s base offer provides the same level of fire and emergency services currently experienced by the SBFDD with an option to change from the current three-shift schedule to, what we believe a more efficient two-shift schedule. A two-shift schedule is commonly used by Cal Fire. However, the conversion from a 3 shift to a 2 shift schedule is only recommended if the call EMS call volume challenge is addressed. Converting from a 3-shift schedule to a 2-shift schedule does not reduce safety, will not increase response time, will not fatigue fire personnel, and does not affect response times. What it does do is still maintain the minimum NFPA shift staffing levels recommended to respond to multiple First Alarm calls (16 firefighters per call x 2 = 32 firefighters). Based on statistical data reviewed from the CityGate Analysis, this worst-case scenario has only occurred in a few instances and will not adversely impact current service capabilities.

Operating from the current eleven fire stations in San Bernardino, a 2-shift schedule provides:

- Eleven, three-person engine companies (36 personnel)
- Two trucks staffed with a three-person crew at Stations 221 and 224 (6 personnel)
- Zero Quints
- Zero rescue squads (light rescue units)
- 2 Battalion Commanders per shift

The conversion from a 3 shift to a 2 shift schedule, coupled with the proposed reduction in EMS call volume addressed in paragraph 4.2 above successfully addresses the following CityGate Findings:

Finding #4: “Using the current twelve fire station locations, not all of the urban density developed areas are within 4 minutes travel time of a fire station. Given actual incident workloads, this is a significant issue in the core of the City between Stations 221, 222, 224, 226 and north of 226.”

Finding #5: “The coverage of the Effective Response Force (First Alarm) to serious fires is only adequate in the core of the City and, as such, is inadequate in outer City areas with commercial buildings and/or high wildland fire risks.”

Firefighting Positions. Each engine company will be staffed by one Company Officer, one Driver-Engineer, and one Firefighter. Command response coverage will be provided by two qualified Battalion Commanders, who are on duty 24/7 with a response travel time average not to exceed eight minutes and dedicated solely to the City of San Bernardino. The Battalion Commanders will coordinate the daily staffing of the eleven fire stations in the City of San Bernardino and supervise station personnel during routine activities. This base offer provides the City with control and management of its own dedicated fire department with less reliance on other municipalities for essential services. It further addresses Finding #11 of the CityGate Study.

CityGate Finding #11: “Compared to the CityGate benchmark of 7 minutes Total Response Time. San Bernardino's actual performance to 90% of the Fire and EMS incidents is 9:36 minutes/seconds to Fire and EMS incidents.” - Note. The CityGate benchmark of 7 minutes as specified in Finding #11 above appears in conflict with Recommendations #1, 1.1, 1.2, 1.3 and 1.4 of the same document. Furthermore, an 8 minute response time is the accepted NFPA standard. As such, Centerra performance metrics are based on an 8 minute response time.

Administrative Positions. Fire prevention services overseen by the Fire Marshal would continue to be staffed at current levels. The Communications/EMS Division, which provides fire dispatch services, the Logistics Division, and the Training Division, would also continue to be staffed in its present configuration. Fire administration personnel including the Fire Chief, Deputy Fire Chief and administrative staff will operate as they currently do. The base offer results in an organization chart as depicted in **Exhibit 4-6, Base-line Organization**, presented below.

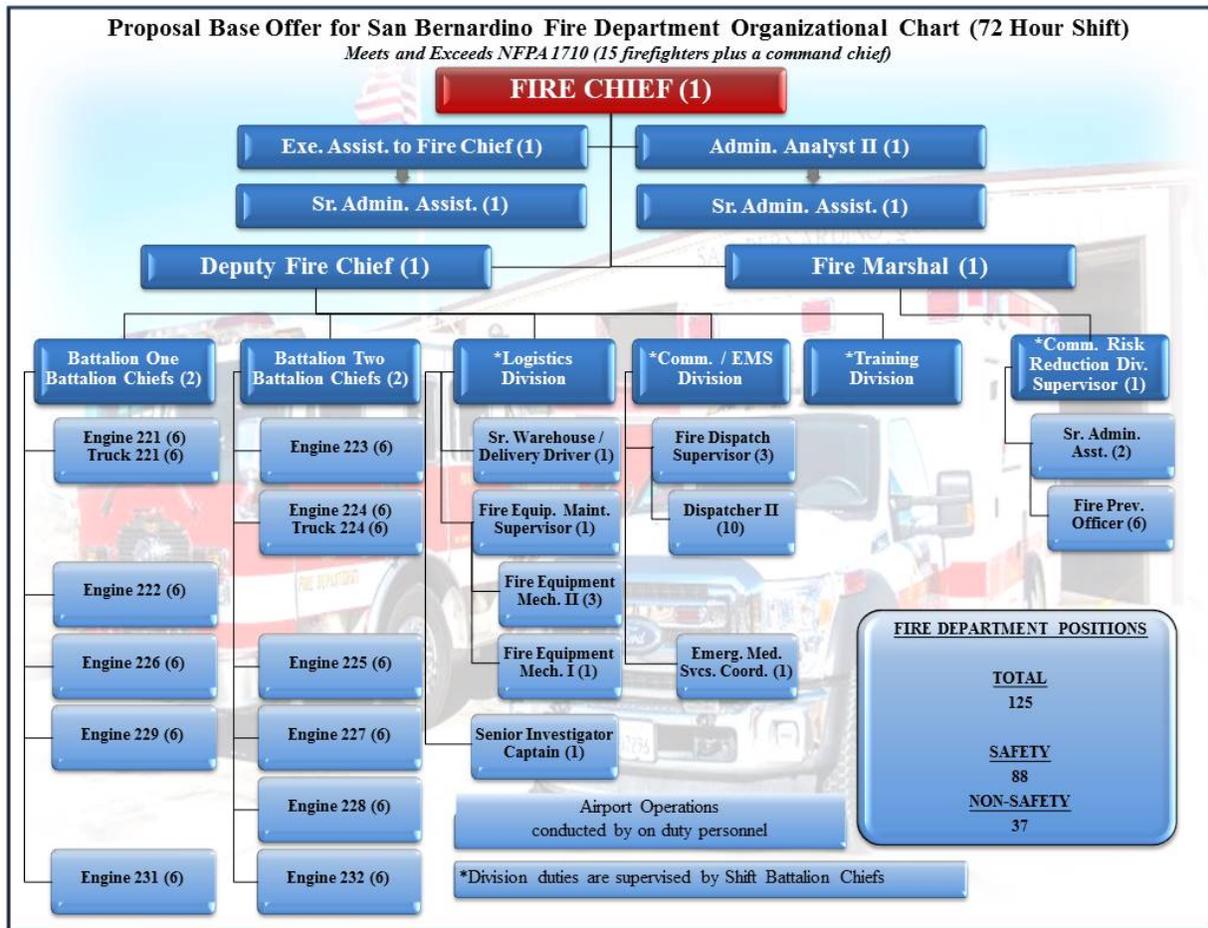


Exhibit 4-6, Base-line Organization

4.5.2 Option 1

Proposal Option 1 resizes the Fire Department to reduce labor costs with no reduction in operational capability. This is achieved through the implementation of the following four initiatives.

1. Adopting a two-shift schedule.
2. Reducing the number of existing fire stations from eleven to ten (Closing Fire Stations 223 and 231) based on low-call volumes and overlapping of the fire stations identified in the CityGate Analysis. This will reduce labor, vehicle, and equipment, facility, and maintenance costs, while still maintaining required critical emergency response times.
3. Reducing administrative position staffing from 37 to 33
4. Changing the existing EMS delivery model from using three-person engine companies for Advanced Life Support (ALS) / Basic Life Support (BLS) emergency response calls to a “Rescue Squad” concept using light-duty, non-transport rescue unit vehicles staffed by one paramedic and one EMT, non-firefighter certified. Two rescue squads would be assigned to Stations 222 and 226, which had the heaviest call volumes within the City based on historical data. The benefits of this approach were discussed in paragraph 4.3 of this section. Furthermore, this approach addresses Finding #15 without the need for additional funds, as provided below.

Finding #15: “If funds became available, at least two peak-hour (part-time) 2-firefighter EMS squads in Stations 226 and 222 would significantly lower the workload on all of the central City and nearby fire engines.”

Implementation of the above 4 initiatives will result in:

- Ten, three-person engine companies (30 personnel)
- Two trucks staffed with a three-person crew at Stations 221 and 224 (6 personnel)
- Zero Quints
- Two rescue squads (light rescue units) each staffed by a paramedic and EMT non-firefighter certified (4 personnel)
- Battalion Commander (2 personnel)
- Total Estimated Emergency Responses = 29,680
- Total Shift Response Personnel Assigned = 42

Firefighting Positions. Each engine company will be staffed by one Company Officer, one Driver-Engineer, and one Firefighter. The need to maintain dual-certified Firefighter/Paramedic positions would be eliminated with conversion to the “Rescue-Squad” concept. Command response coverage will be provided by two qualified Battalion Chiefs, who are on duty 24/7 with a response travel time average not to exceed eight minutes and dedicated solely to the City of San Bernardino. Call volumes for the two closed stations would be handled by the overlapping of Stations as outlined in CityGate’s Deployment Study. The Battalion Chiefs will coordinate the daily staffing of the ten fire stations in San Bernardino and supervise station personnel during routine activities.

Administrative Positions. Option one eliminates two senior administrative assistant positions to reflect reduced fire department staffing levels. The responsibilities and work scope of these two positions are effectively absorbed by the use of Deltek automated bookkeeping capabilities and corporate reach back support from Centerra. Two fire prevention officer positions would also be eliminated unless Centerra obtains approval from the City to generate additional revenue through fire inspection fees to help offset the cost of these positions. Engine Companies will have the time to conduct inspections and fire preplanning with the reduction of BLS calls. Increased inspections will identify and correct fire hazards designed to reduce loss of life and property.

Option 1 results in an organization chart as depicted in **Exhibit 4-7, Option 1 Organization**, presented below.

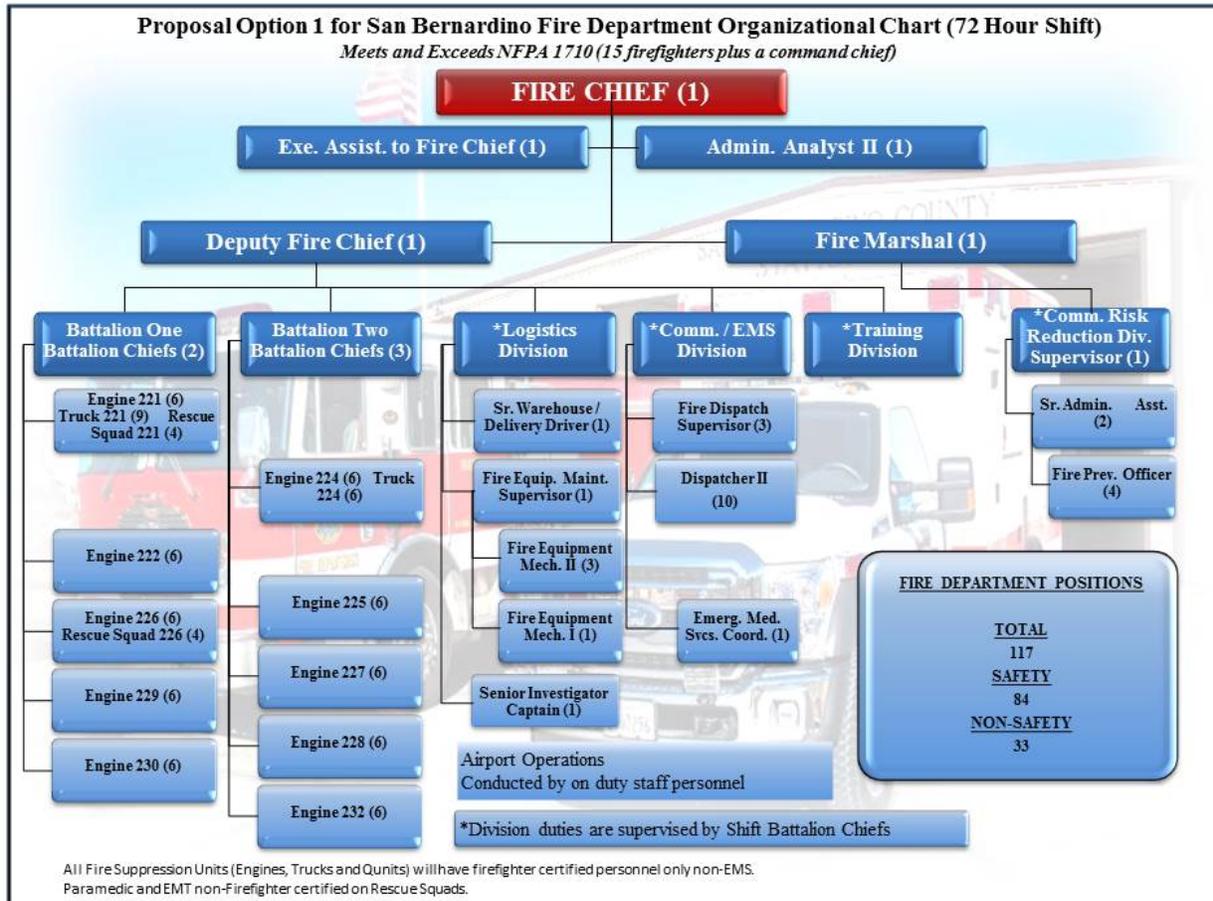


Exhibit 4-7, Option 1 Organization

4.5.3 Option 2

Proposal Option 2 includes implementation of the following four initiatives:

1. Adopting a two-shift.
2. Reducing the number of existing fire stations from eleven to eight (Stations 223, 225, 231, 232) based on low-call volumes and overlapping of Stations identified in the CityGate Analysis which will help reduce labor, vehicle, equipment, facility, and maintenance costs
3. Further reducing existing administrative position staffing from 33 to 28
4. Changing the existing EMS delivery model to a “Rescue Squad” concept using light-duty, non-transport rescue unit vehicles staffed by one paramedic and one EMT non-firefighter certified. Changing to an ALS-only delivery model requires City approval and notification to the County for them to assume responsibility for BLS calls within the City in accordance with their current Charter as outlined in the CityGate Study. Two rescue squads would be assigned to Stations 221 and 226, which had the heaviest call volumes within the City based on historical data

Implementation of the above 4 initiatives will result in:

- Eight, three-person engine companies (24 personnel)
- Two trucks staffed with a three-person crew at Stations 221 and 224 (6 personnel)
- Zero Quints

- Two rescue squads (light rescue units) each staffed by a paramedic and EMT non-firefighter certified. (4 personnel)
- Battalion Commander (2)
- Total Estimated Emergency Responses = 9,791
- Total Shift Response Personnel Assigned= 36

Firefighting Positions. Each engine company will be staffed by one Company Officer (Captain), one Driver-Engineer, and one Firefighter. The two rescue squads will be staffed by a paramedic and EMT non-firefighter certified. Command response coverage will be provided by two qualified Battalion Chiefs, who are on duty 24/7 with a response travel time average not to exceed eight minutes and dedicated solely to the City of San Bernardino. Call volumes for the four closed stations would be transferred to other stations based on our review of call volumes from the CityGate study. Temporary fire stations would also be designed and constructed with City approval to help better position remaining fire stations to efficiently handle call volume and optimize ISO ratings. Closure of the two additional fire stations further reduces firefighting position staffing levels from 88 to 72 and minimum shift staffing levels from 44 to 36.

Administrative Positions. Option two would eliminate five additional positions including one fire dispatch supervisor, two Dispatcher II positions (upon redistribution of non-acute EMS calls to the County and AMR) and two senior admin assistants in Fire Prevention. Detailed analysis will be required to properly locate stations within the City to achieve maximum effectiveness. Option 2 results in an organization chart as depicted in **Exhibit 4-8, Option 2 Organization**, below.

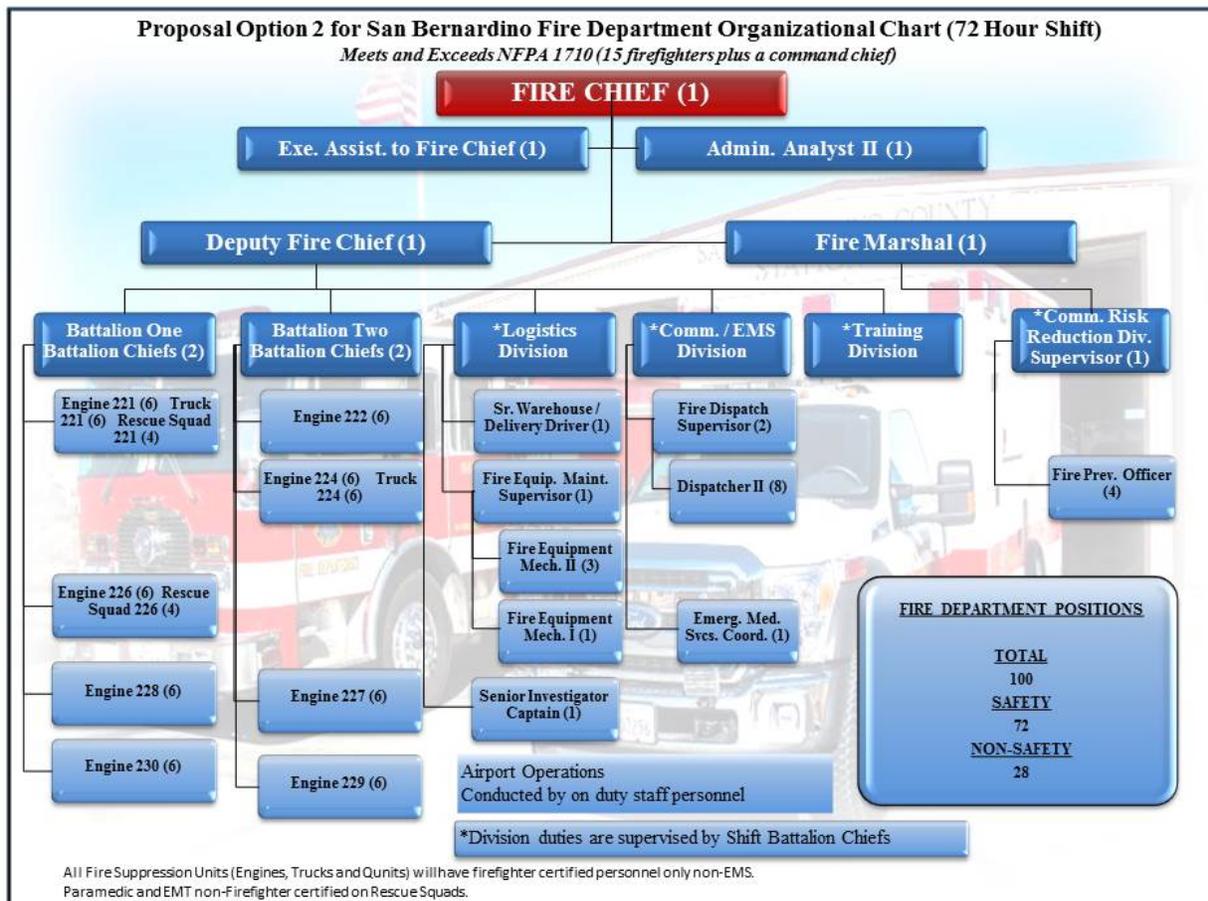


Exhibit 4-8, Option 2 Organization

4.5.4 Option 3

Option 3 implements all Option 2 initiatives with the addition of the following measures:

1. Two shift configuration
2. Reduce the number of engines from eight to seven,
3. Eliminate one existing fire truck and utilize the other as an either/or response with an Engine 224
4. Replace the fire trucks with four Quints assigned to Stations 221, 224, 227, and 228 to improve the level of service and maximize ladder truck credit with ISO as outlined in the CityGate Study, staffed with three firefighters,
5. Increase the number of rescue squads to four and changing to a ALS-only delivery model, which would require City approval and notification to the County for them to assume responsibility for BLS calls within the City in accordance with their current Charter as outlined in the CityGate Study
6. Increase paramedic/EMT team staffing to eight. The rescue squads would be assigned to Stations 221, 222, 224, and 226. Temporary fire stations would also be designed and constructed with City approval to help re-position remaining fire stations to more efficiently handle call volume and optimize ISO ratings.

Couple with the Option 2 initiatives, implementation of Option 3 will result in:

- Four, three-person engine companies (12 personnel)
- One truck staffed as an either/or by Engine 224
- Four Quints staffed with a three-person firefighter crew (12 personnel)
- Four rescue squads (light rescue units) each staffed by a paramedic and EMT non-firefighter certified. (8 personnel)
- Battalion Commander (2 personnel)
- Total Estimated Emergency Responses = 9,791
- Total Shift Response Personnel Assigned= 34

Firefighter Positions. The remaining engine companies will be staffed by one Company Officer (Captain), one Driver-Engineer, and one Firefighter. The four rescue squads will each be staffed by a paramedic and EMT non-firefighter certified. The four Quints will be staffed with a crew of three firefighters. Overall firefighting position staffing levels will decrease to 68 positions for two shifts. Call volumes for the four closed stations would be transferred to other stations based on our review of call volumes from the CityGate study.

Administrative Positions. Option three eliminates three additional positions (i.e. the emergency medical services coordinator, one fire equipment mechanic, and the community risk reduction division supervisor position). It results in an organization chart as depicted in **Exhibit 4-9, Option 3 Organization** below.

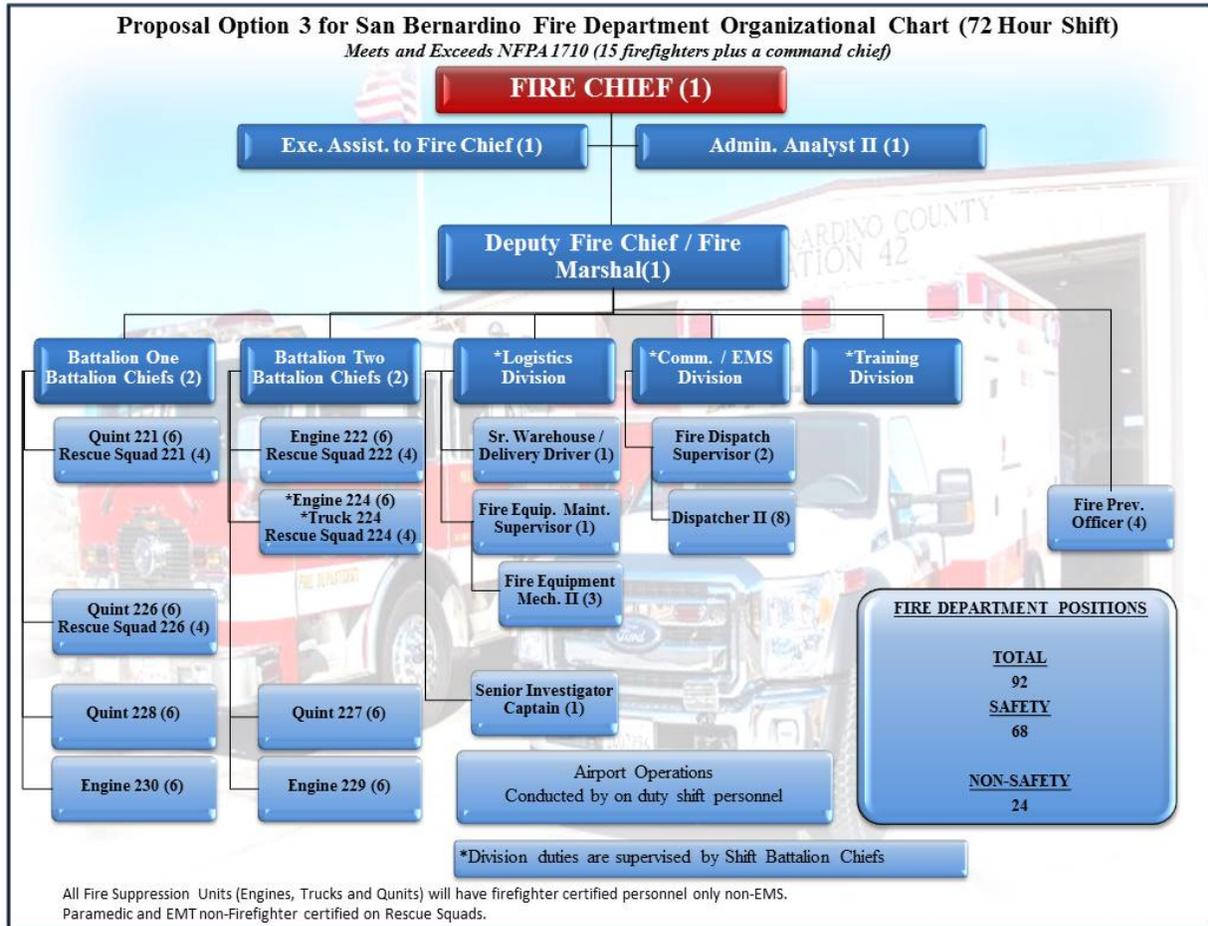


Exhibit 4-9, Option 3 Organization

4.5.5 Option 4

Option 4 implements the following 6 initiatives:

1. Reduce the number of total fire stations to eight
2. Eliminate one existing fire truck, and utilize the other as an either/or response with an Engine 224
3. Reduce the number of engines to four
4. Replace the fire trucks with four Quints assigned to Stations 221, 224, 227, and 228 to improve the level of service and maximize ladder truck credit with ISO as outlined in the CityGate Study, staffed with three firefighters
5. Increase the number of rescue squads to four and changing to acute status ALS-only delivery model, which would require City approval and notification to the County for them to assume responsibility for non-acute ALS calls and BLS calls within the City in accordance with their current Charter as outlined in the CityGate Study
6. Create and staff a walk-in clinic for the community which would provide free immunizations, screenings, health education services.

Implementation of Option 4 will result in:

- Four, three-person engine companies (12 personnel)
- One truck staffed as an either/or by Engine 224

- Four Quints staffed with a three-person firefighter crew (12 personnel)
- Four rescue squads (light rescue units) each staffed by a paramedic and EMT firefighter certified (8 personnel)
 - Battalion Commander (2 personnel)
- Total Estimated Emergency Responses = 9,791
- Total Shift Response Personnel Assigned 34

Firefighting Positions. The remaining engine companies will be staffed by one Company Officer (Captain), one Driver-Engineer, and one Firefighter. The four Quints will be staffed with a crew of three firefighters. Overall firefighting position staffing levels will decrease to 64 positions for two shifts. The walk-in clinic would be staffed with medical-type positions (i.e. paramedics, medical assistants) and through partnerships with local hospitals and universities. Call volumes for the four closed stations would be transferred to other stations based on our review of call volumes from the CityGate study. Temporary fire stations would also be designed and constructed with City approval to help re-position remaining fire stations to more efficiently handle call volume.

Administrative Positions. Option Four eliminates two additional positions (i.e. one fire equipment mechanic, and one more fire prevention officer position). The resultant organizational chart is provided in **Exhibit 4-10, Option 4 Organization.**

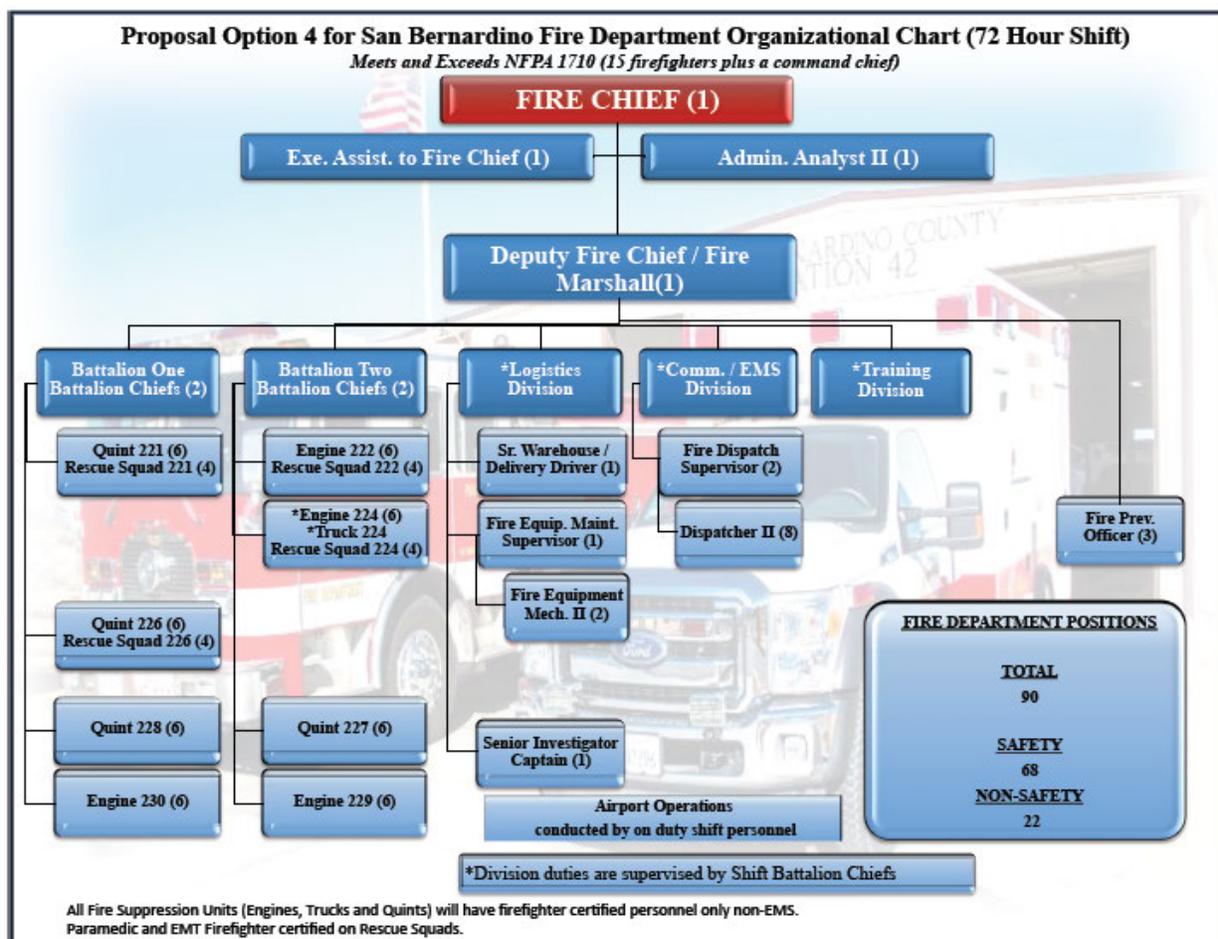


Exhibit 4-10, Option 4 Organization

4.5.6 Fire Dispatch Services

Centerra Group LLC will work closely with the City of San Bernardino's Information Technology Department on all public safety projects. Initially, a full evaluation of the current computer aided dispatch services, mobile data terminals, and record management systems will be conducted. Centerra's goal will be to improve emergency response capabilities for the City of San Bernardino by meeting or exceeding NFPA, ISO and CFAI standards on fire dispatch services.

Centerra's approach will be to utilize a one-solution, computer-aided Dispatch (CAD) software that will streamline communications and improve firefighter safety. The CAD software that Centerra proposes when the current system is to be replaced will be a fast and reliable way to manage and dispatch emergency calls to meet or exceed the recommendations outlined in the CityGate Study. Arming all emergency-responders with the most accurate and up-to-date information on changing events, ground hazards and previous calls for service increases efficiency.

Transforming emergency communications, Centerra's one-solution CAD connects emergency responders and dispatch personnel to life-saving information. Robust features such as integrated mapping, easy-to-use interface, drag and drop dispatch and hotspot notifications support today's mission-critical environments.

Additional features and applications available as part of Centerra's one-solution CAD include:

- Alpha-Numeric Paging
- Automatic Vehicle Locator (AVL)
- CAD Status Resource Monitor
- CAD-to-CAD (C2C)
- Mapping
- Multi-Jurisdictional CAD
- Rip and Run
- Status Resource Monitor
- Message Switch

Benefits

- Deliver instantaneous information to tele-communicators and units in the field
- Simplify call taking and dispatching with drag and drop capabilities
- Reduce training time with an easy to learn user experience
- Respond quickly to calls with the right resources

Features

- Provides unit recommendations to dispatch
- Monitors all alerts, open processes and pending activity
- Enables advanced data searches, including joint searches on several sets of criteria
- Supports external data sources including Google Maps and data from neighboring jurisdictions

Centerra proposes to update and use ProQA Dispatch Software as used by the City of San Bernardino, which integrates the power of the International Academies of Emergency Dispatch protocols with today's critical computer technologies. It helps emergency dispatchers move smoothly through case entry and key questioning. It assists dispatchers in quickly identifying the appropriate determinant code for each case and clearly displays the response configuration specifically assigned to the code by local agency authorities. ProQA then guides dispatchers in providing all relevant Post-Dispatch and Pre-Arrival Instructions, as well as important case completion information. ProQA is currently used by CONFIRE and assisted in CONFIRE's Accredited Center of Excellence achievement on September 13, 2012.

ProQA Software has been designed to integrate with most CAD and phone systems. Case Entry information collected and verified in CAD can be automatically transferred to ProQA's Case Entry screen.

The Case Entry Tab helps call-takers to quickly and efficiently gather critical information required for every call, including: address, callback number, caller name, and Chief Complaint. A drop-down menu with a list of fire and rescue situations appears directly below the "Tell me exactly what happened" field when clicked on. When a caller reports any of these life-threatening situations, the call-taker simply clicks on the appropriate situation link to immediately initiate dispatch and provide potentially life-saving Pre-Arrival Instructions.

Early dispatch is also available whenever the caller reports that someone on scene is not safe and out of danger and cannot get to safety. When the caller is in danger, ProQA immediately takes the call-taker to the Case Entry Post-Dispatch Instructions window after initiating dispatch. After giving the appropriate Post-Dispatch Instruction, the call-taker then chooses the proper Dispatch Life Support (DLS) Link which will help maintain life and safety at the scene until fire crews arrive. Easy reference menu buttons improve navigation when timing is critical. Drop-down menus facilitate quick information entry. The operator name, case number, Chief Complaint, dispatch code, address, and callback number are all displayed on one easy-to-reference Status Bar. A running case timer, the dispatch time, the Chief Complaint, and the dispatch code are displayed on the Tool Bar.

4.5.7 Summary

Exhibit 4-11, Centerra Fire and EMS Delivery Option Summary, provides a summary of the base proposal and the four options for ease of review.

Exhibit 4-11, Centerra Fire and EMS Delivery Option Summary

SBFD ISO Class 3	Base Offer	Option 1	Option 2	Option 3	Option 4
Number of Fire Stations (recommended closures in parenthesis)	11	10 (223 & 231)	8 (223/225/231/232)	8 (223/225/231/232)	8 (223/225/231/232)
Number of Engines • (1 Paramedic per unit with Base Offer) *No Paramedics with other options on Engine Company only Squads	11	10	8	4	4
Number of Trucks (1 Paramedic per unit with Base Offer) *No Paramedics with other options on Truck Company only Squads	2 (221 & 224)	2 (221 & 224)	2 (221 & 224)	1 (Station 224 as an either/or response with Engine)	1 (Station 224 as an either/or response with Engine)
Number of Quints	0	0	0	4 (221, 224, 227, 228)	4 (221, 224, 227, 228)
Number of Rescue Squads (1 Paramedic & 1 EMT Non-Firefighters)	0	2 (221 & 226)	2 (221 & 226)	4 (221, 222, 224, 226)	4 (221, 222, 224, 226)
Battalion Chief	2	2	2	2	2
Minimum Staffing Per Shift	44	42	36	34	34
Total (2) Shift Staffing *with BC	88	84	72	68	68
Total Paramedics for (2) Shift *Base Offer Paramedic on every unit	39	4	4	8	8
Fire Administration	37	33	28	24	22
Deputy Fire Chief/Fire Marshal	2	2	2	1	1



5. Organizational Relationships

Centerra answers to the City of San Bernardino. We understand why we are here, what your expectations are, and who we answer to. Use of a contract Fire and Emergency Service Provider allows the Mayor and City Council to retain local control of services.

5.1 Organizational Responsibilities

The Centerra Fire Department will be organized using a hierarchal structure with the Fire Chief (FC) serving as the Program Manager (PM) for the entire organization reporting to the City of San Bernardino’s Designee. The Fire Chief is assisted by Chiefs, Captains, and Lieutenants, and supported by the Centerra corporate infrastructure through a dotted line relationship to the Centerra Senior Vice President of Safety, Fire, and Emergency Services. This structure for both lines of authority and communication is represented in our organizational chart. In addition to the communications and authority reporting lines established in our organizational structure, Centerra has performed a preliminary analysis of the various required functions. We have assigned responsibility for the performance of these tasks to the appropriate level and personnel within our organization. The results of this analysis are presented as **Exhibit 5-1, Personnel Responsibility Matrix**. These are reviewed and verified by the City of San Bernardino as part of Centerra's transition activities.

Exhibit 5-1 Personnel Responsibility Matrix: Responsibility for task performance is assigned to the appropriate position(s) within our organization

Responsibility	Battalion Chief	Shift Captain/ Lieutenant	Firefighters
Payroll/HR/Communication	X	X	
Stop Work In Imminent Danger	X	X	X
Response To Emergencies	X	X	X
Fire Prevention Surveys (Passenger Terminals / Baggage Claim)	X	X	X
Deliver Emergency Medical Services		X	X
Ensure Appearance Of Fire Station	X	X	X
Ensure Main Oversight Of Facility	X	X	
Daily Inspection Of Fire Apparatus And Associated Equipment		X	X
Maintain Required Records/Completion Of Tasks	X	X	X
Primary Training Officer For The Shift		X	
Physical Fitness Program – Annual Physical Agility Test	X	X	
Manage Department Performance-Based Training Program	X	X	
Fire Department Safety Officer	X	X	
Develop Annual Training Plan/Monthly Training Plan	X	X	
Develop Lesson Plans	X	X	
Develop Drills And Exercises/Annual Training	X	X	
Ensure Shifts Are Within Minimum And Maximum Levels	X	X	
Conduct Pre-Shift Briefings	X	X	
Ensure All Pertinent Shift Information Is Passed To Oncoming Captain	X	X	
Oversees Fire Department Discipline System	X		
Incident Commander	X	X	
Supervise Fire Department Captains	X		
Develop And Institute Roles/ Regulations/ Procedures To Guide Fire Department	X		
Preparation Of Fire Department Budget	X		
Manage All Fire Department Operations	X		
Ensure Compliance with Regulatory Standards	X	X	

As our heritage in the fire service dictates, Centerra must work closely with the City of San Bernardino by jointly drafting a Memorandum of Understanding (MOU) to ensure that we are working together to mutually support the City’s mission and meet its emergency response needs. Because Centerra cannot enter into mutual aid agreements on its own accord, we will prepare these agreements for the City’s review and execution. Our role is to assess needs, make recommendations, and assist in the preparation

and review of any proposed agreements. Additionally, Centerra will establish dialog with those agencies for which there are current agreements, or with any agency that may require an agreement at a later date. In all cases, your fire department team is focused on the protection of the community and the operational readiness of our Fire and EMS mission.

Our Fire Chief and Chief Officers will join the San Bernardino County Fire Chief's Association and attend regularly scheduled and special notice meetings. Such attendance serves to foster a strong working relationship between the City's Fire Department and other local fire agencies. Our Fire Chief will meet with local mutual aid departments that border the City to offer support and better understand the hazards and needs of these local communities. The information gathered during these meetings is used to develop training programs and operational procedures aimed at ensuring firefighter safety while maximizing the impact of our support to local communities.

5.2 Fire Administration and Support

Centerra provides the full array of administrative and support activities to include budget administration, records management, incident reporting, quarterly data analysis of emergency and non-emergency activities, personnel administration, cost accounting, and other services necessary to administer a full-service emergency service system. It is the responsibility of the Fire Chief to attend City of San Bernardino meetings, and represent the City's interests at other meetings regarding emergency response issues. Administrative and support activities are provided by the Fire Chief and one full-time Administrative Assistant, Deputy Fire Chief, other Chief and Division Officers. Administrative and management support is also provided by four of the Battalion Chiefs assigned to rotating 24-hour shifts. The Fire Chief will reside locally and can provide additional 24/7 oversight when necessary.

Centerra operates as a decentralized project organization with independent, geographically dispersed organizations with central corporate oversight. The proposed SBFDD organization is headed by an empowered Fire Chief, who has the authority to apply assigned resources as necessary to accomplish the mission as defined in the contract. The Fire Chief is also empowered to negotiate with the City of San Bernardino team within the scope of the contract and to make operational decisions on site.

Fire department operations will consist of two shifts working a 72 hour shift, (A-Shift and B-Shift), with each shift consisting of two Battalions (Battalion One and Battalion Two) staffed with 22 firefighting position personnel for each Battalion who are assigned to service the eleven fire stations. 34 administrative positions, including the Fire Chief, Deputy Fire Chief, Fire Marshal, fire administration staff, and personnel assigned to the Logistics Division, Communications/EMS Division, and Community Risk Reduction Division provide required fire administration support.

A combination of certified reserve firefighting personnel and overtime for off-shift personnel are used to cover scheduled and unscheduled vacancies.



6. Maintenance of Qualifications

Centerra maintains all required fire department qualifications and uses our Emergency Reporting Records Maintenance Program (*ERRMS*) to track, schedule, document, and report qualifications status. *ERRMS* also contains our integrated master schedule, which incorporates all training and certification hours and activities into shift schedules to minimize replacement overtime use.

6.1 Fire and EMS

Centerra verifies each employee's certifications, qualifications and training documentation required under the contract is valid and current. Physical copies of all certificates, qualifications, and documents are maintained by the Fire Chief and also electronically archived in the *ERRMS* database. Maintaining these certifications, qualifications, and documents is the responsibility of each employee and Centerra. Required certifications and licenses are validated on a monthly basis by the Fire Chief/Designee to ensure that they do not lapse.

6.2 Fire Department Training Program

The training and certification levels of Centerra's personnel are maintained at the highest level through a Performance Based Training and Certification Program. The Annual Training Plan (ATP), produced by the Fire Chief, clearly identifies daily, weekly, monthly, and yearly training/certification requirements for all department personnel to ensure the department meets contractual, NFPA, OSHA, CAL/OSHA, State of California, and City of San Bernardino training/certification requirements.

6.3 Physical Fitness Program

In order to ensure each member of the department maintains the highest level of fitness and physical capabilities, Centerra implements its Standard Operating Procedure-025 *Fire Department Physical Fitness and Wellness Program*. This program is based on the requirements outlined in NFPA standard 1583: *Standard on Health – Related Fitness Programs for Fire Department Members*. The program uses a guided exercise program for department members and provides recurring fitness level testing. This program ensures Centerra's firefighters are capable of meeting the physical demands of emergency response and also ensures the wellness of our employees. Additionally, before employment and annually thereafter, all emergency responders must successfully pass an annual physical agility test using the IAFF-NFPA Firefighter Combat Challenge criteria.

6.4 Annual Medical Physicals

Annual medical physicals are accomplished in compliance with NFPA standard 1582: *Standard on Comprehensive Occupational Medical Program for Fire Department*. Before hire, all Centerra personnel are required to successfully pass the NFPA compliant physical. Personnel must also pass the same NFPA physical each year on their anniversary hire date to maintain employment with the company. The physical includes initial and annual drug screening, respiratory function testing, EKG testing, hearing/eyesight testing, blood screening, etc. Upon completion of the physical evaluation, the Fire Department physician provides signed documentation to the Fire Chief validating the results of the evaluations and clearing the individual for duty.

6.5 Uniforms, Fire Protective Clothing, and Self-Contained Breathing Apparatus (SCBA) Units

The OPLAN, as directed by the Fire Chief, details the process by which fire department uniforms are purchased and maintained, how Fire Protective Clothing is purchased and maintained, and identifies the maintenance and annual testing procedures required for the departments SCBA units. Centerra provides a compliant station uniform that meets the standards of NFPA 1975: *Standard on Station Work Uniforms for Emergency Services*. The uniform is professional in appearance, includes approved by the City, a fire department uniform badge, collar insignia, and name tag. Centerra's standard uniform consists of high quality dark Navy Blue uniform pants and shirts, dark Navy Blue uniform jacket as well as additional

elements to ensure a professional appearance. All department personnel comply with Centerra's SOP~005: *Fire and Emergency Services Uniforms and Personal Appearance Procedure*.

To maintain this standard, fire department personnel are inspected at the beginning of each shift in compliance with Centerra SOP-032: *Quality Management Procedures* to ensure they present a professional appearance when representing the department, Centerra and the City of San Bernardino.

Centerra provides Personal Protective Equipment (PPE) that has been procured from our national contracts to obtain the lowest price possible. All personal protective clothing is compliant with NFPA 1581: *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*.

Centerra will maintain the SCBA units owned by the City of San Bernardino. If required, we will use our U.S Federal Government-approved procurement process to purchase new units, if necessary, on a cost-reimbursable basis. This includes the requisite acceptance process to ensure each unit purchased is fully functional at delivery. All fire department personnel are mask fit tested under the requirements outlined by NFPA, OSHA, and CAL/OSHA prior to starting work in the Department, and annually/as required thereafter.



7. Quality Control Program/Plan

Centerra's Quality Control Program (QCP) is managed by our Fire Chief, who is ultimately responsible for the quality of the services we provide to the City. He may delegate elements of the program to his/her Battalion Chiefs, Shift Captains and Lieutenants, but retains overall responsibility for the program. All internal quality assessment results are reviewed by the Fire Chief so issues can be identified and corrective actions taken to resolve any issues quickly.

The elements and components of our QCP combine our fire and emergency services operational and management experiences into a comprehensive self-assessment process applied to all levels of personnel. Our QCP checklists cover training, operations and management, safety contract compliance, customer service, and personal appearance.

All QCP results are categorized and evaluated against established baseline metrics. Any deviation from an acceptable parameter is immediately addressed through the development of a Corrective Action Plan (CAP) and tracked from implementation to completion. Remedial training is one example of a possible corrective action. In addition to onsite personnel, the Fire and Emergency Service Quality Assurance Monitoring and Oversight Plan (QAM&OP) is used by the Centerra Senior VP Safety, Fire and Emergency Services to perform recurring on-site technical compliance inspections. These assessments are used to monitor operational compliance with NFPA, CAL/OSHA, applicable State codes, rules, regulation, City of San Bernardino requirements, standards, and laws. The results of the Centerra QAM&OP inspection are developed into a report and used to confirm compliance/improve contract performance.

7.1 Quality Control Plan

Centerra also implements its SOP-03: *Fire and Emergency Services Quality Management & Control Plan (QM/CP)* for this project. This program defines and establishes Centerra's quality principles, assigns responsibility and authority, defines requirements, drives employee involvement and provides a basis for assessment of our work. The program establishes a formal process through which the fire department self-assesses its operations and personnel. Additionally, it ensures the fire department is assessed twice annually by *external* resources.

These assessments are used to ensure the department is meeting both national compliance standards and City of San Bernardino contractual requirements. During these external assessments items such as the Annual Work Plan and ATP are reviewed, self-assessment results are inspected, Customer Feedback Program results are checked, and membership in employee involvement programs are assessed. Collectively, the Centerra QM/CP provides guidance that shows what we are going to do, how it is done, and what we have accomplished. Additionally, in the event of a process failure, the program identifies where we went wrong, and assists in identifying and correcting the issue.

Personnel from the City of San Bernardino, as well as all Centerra employees, are involved in the Centerra QM/CP process. They participate in the planning, development and implementation of operational improvements, procedural improvements, and constructive change to meet the needs of both the City and our employees.

The Centerra QM/CP program develops metrics from its surveillance processes and allows both Centerra and the City to track and trend problem areas and facilitate the proper corrective actions. All QM/CP self-assessment forms, external assessment reports and City feedback forms result in the development of corrective action plans for areas of concern that become living documents through completion. All report forms and corrective action reports are maintained in an audit ready status at all times for City review.

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8. Drug Screening Measures

All Centerra employees must pass drug screening prior to hire. In addition, Centerra provides drug screening in accordance with each contract's specific requirements. This can include substance abuse screening tests that include, but are not necessarily limited to, illicit use of amphetamines, cocaine, opiates, phencyclidine (PCP) and cannabis. All testing is performed locally by a designated the Fire Department Physician. Centerra has an established Policy that provides for initial, annual, random and for cause testing, and implements a zero tolerance standard for the use of illegal drugs. Any employee who tests positive on their Drug Screening Examination is immediately removed from the Contract and subject to Centerra's policies and procedures.

Our zero tolerance policy is described, and agreed to, in writing by all Centerra employees during orientation.



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9. High Level Project Plan and Contract Transition Timeline

The Centerra Solution: To clearly demonstrate our capability to transition the contract operations in a timely manner, our High Level Project Plan is organized into four sequentially numbered Solution Sets. Each solution set is critical to a successful transition/project start and contain numerous sub-set tasks. A summary of these sets is presented at **Exhibit 9-1**.

- Solution Set 1 – Transition/ Mobilization Team Activation:** Immediately upon Contract Award - Notice to Proceed, Centerra initiates Solution Set 1. This provides our “check-list” to successfully focus and deploy our assets and proceed with mobilization. Solution Set 1 also incorporates partnering and transition plan briefings for all City Stakeholders.
- Solution Set 2 – Staffing Resources Provisioning:** Solution Set 2 focuses on acquiring and preparing the personnel to perform the workload required in the contract. It describes each task required to select, qualify, hire, outfit, and train/familiarize all members of the SBFD.
- Solution Set 3 – Equipment Acquisition:** This solution set outlines the equipment acquisition, fitting, and condition verification requirements that Centerra performs to ensure operational readiness following transition completion. As with all of our transition plans, the detailed listings of equipment readiness transition tasking and requirements provides us with a check-listed roadmap to operational readiness.
- Solution Set 4 – Transition Pre-Operations Verification:** This step is of vital importance to both Centerra and City Stakeholders. It provides a pre-operational readiness review that ensures the City of San Bernardino that Centerra has successfully transitioned the project and is operationally ready to commence Fire/EMS operations.

Exhibit 9-1: Project Plan Solution Set	
Solution Set 1 – Transition/Mobilization Team Activation	
1.a	Mobilize Transition Team – Implement Transition Plan
1.b	Establish OSHA Environmental Health and Safety Program and City Licensing and Permit Compliance
1.c	Establish Transition Work Center
1.d	Activate Corporate Support Team
1.e	Client In-Brief, Coordination and Partnering Schedule
Solution Set 2 – Staffing Resources Provisioning	
2.a	Compliant Technical Qualifications Verification
2.b	On-Boarding Process of Selected Candidates
2.c	Site Orientation/Familiarization – Site Specific Training
Solution Set 3 – Fire Equipment Acquisition Requirements	
3.a	Equipment Facilities Conditions/Custody Survey
3.b	SBFD Consumables and Detached Equipment Provisioning
Solution Set 4 – Transition – “Pre-Operations Verification”	
4.a	Contract Conformance review Verification – “Operating to Plan”
4.b	Mitigate Unforeseen Issues
4.c	Deliverables Execution Verification – Reporting Plan and Delivery
4.d	Commence Project Operations

The purpose of Transition Planning is to sequentially demonstrate our understanding and qualification to effect a timely migration of personnel and mobilization to Centerra contract operations. In addition, utilization of this plan as a “living-dynamic transition check list” following contract award provides the City with visibility and transparency to our contract phase-in activities. Over the last 50 years, Centerra has become a leading provider of Fire and EMS services, successfully supporting both Government and Commercial entities. Accordingly, we have performed successful Fire and EMS transitions for more than 150 customers. With this experience, we have become very practiced and efficient at applying these solutions.

Solution Sets 1 and 2 are presented for review. Solutions Sets 3 and 4 are presented post-award.

9.1 Solution Set 1: Transition/Mobilization Team Activation

The Centerra culture is by necessity, “check-list driven” and we approach each task using a comprehensive checklist driven methodology. To do so otherwise does not provide the quality and professional we pride ourselves in providing and that the City of San Bernardino rightfully demands for its citizens. We check, cross check and validate our performance.

Centerra’s extensive operational analysis, coupled with our experience transitioning similar projects, provides the road map for a successful and timely transition of San Bernardino’ Fire and EMS services. The road map provides a detailed schedule that specifies targeted completion dates

for each task and assigns accountability for each element performed by the transition team. The schedule is reviewed daily by the Transition Director and our Vice President Safety, Fire, Emergency Services to ensure timelines are being achieved, and if in the event there are deviations, we quickly provide the additional direction and/or resources to return the task to schedule conformance. As a part of our partnering solution we provide the City with a daily, or as required, status of our transition/mobilization efforts.

Solution Set 1 – Transition/Mobilization Team Activation	
1.a	Mobilize Transition Team – Implement Transition Plan
1.b	Establish OSHA Environmental Health and Safety Program and City Licensing and Permit Compliance
1.c	Establish Transition Work Center
1.d	Activate Corporate Support Team
1.e	Client In-Brief, Coordination and Partnering Schedule

Exhibit 9-2 Solution Set 1

9.1.a Mobilize Transition Team

Upon Contract Award notification our Transition/Mobilization Team deploys to San Bernardino. Given our past experience, we anticipate “boots on the ground” and in direct contact with the City within 36 to 48 hours to coordinate stakeholder meetings and initiate the transition process. Centerra HQ is conveniently located fifteen minutes from the Palm Beach International Airport and frequent quality flight connections are available to the Metro-Los Angeles Area.

9.1.b Establish – Maintain CAL/OSHA Environmental Health & Safety Program and City Licensing and Permit Compliance

Implement Centerra ES&H Plan at San Bernardino Project Site

With our long standing corporate culture demanding “Safety First – Zero Accidents” at all our project operations, deployment of our corporate wide OSHA Compliant Safety Program to the City is of first priority for the Transition Team. The Transition Team Lead, Centerra Operations Director, is responsible to immediately implement the Centerra Safety Culture.

Implement Centerra ES&H Plan at Project Location

During the transition period, our ES&H Manager completes a site assessment to determine site specific issues that may not be covered in the Corporate ES&H Plan, and then amends the Corporate Plan with a Local City of San Bernardino Operations amendment. At all of our Project locations, Centerra maintains a comprehensive health and safety program that meets the requirements of NFPA standard 1500; Standard on Fire Department Occupational Safety and Health Program, (*Specifically section 4.3.1*) which states: The Fire and EMS department shall adopt an official written departmental occupational safety and health policy that identifies specific goals and objectives for the prevention and elimination of accidents and occupational injuries, exposures to communicable disease, illnesses, and fatalities), as well as California – Division of Occupational Safety and Health Standards, and U.S. Department of Labor Federal Occupational Safety and Health Regulations. Centerra has several California specific operations including two fire and emergency medical service departments. The Centerra comprehensive health and safety program provides the employees with a means to report health and safety concerns and receive resolution

of those concerns in a timely manner IAW section 4.4.7 of NFPA 1500 which states: “It shall be the right of each member to be protected by an effective occupational safety and health program and to participate or be represented in the research, development, implementation, evaluation, and enforcement of the program.”

City of San Bernardino Business License

Centerra will register as an operating business in San Bernardino County and the City of San Bernardino. In addition, our transition team will ensure compliance with all California, San Bernardino County, and City Of San Bernardino laws, rules and regulatory requirements. As we are currently a registered company doing business in California, these requirements are not foreign to us, and we anticipate no delays or limitations to our becoming a business entity in San Bernardino.

9.1.c Establish Transition Work Center

Centerra will open a transition work center in the City of San Bernardino. By virtue of our business and frequent transitions, we have arrangements in place for routine housekeeping and administrative support needs (Billing, Rental Cars, Office Machines, Consumable Supplies, etc.). We anticipate using local San Bernardino businesses wherever possible.

9.1.d Activate Corporate Support Team

Concurrent with the deployment of the City On-Site Transition/Mobilization Team, our Senior Vice President, Safety, Fire and Emergency Services activates our corporate transition support team which provides the corporate administrative and operational reach back to affect transition tasking. The makeup of this team is situational and fluid; however, they are thoroughly practiced in the standup of new projects.

We have successfully completed numerous project operations transitions at other commercial and Government facilities, with zero limiting readiness issues. All assigned Transition personnel report to our Transition Director for the duration of the transition. They will be fully briefed on the Transition/Mobilization schedule and requirements and task and deploy their staff as required to provide focused and on-time support and processing of requested transition tasks. Specific transition components supported by the corporate transition team include: (1) procurement, (2) human resource, (3) payroll and accounting, (4) ES&H, and (5) QC&A functions.

Senior Vice President, Safety, Fire, & Emergency Services

Chief Tye, a former Fire Chief in California, is assigned as the Centerra Transition Team Corporate Sponsor to ensure that the San Bernardino project is timely and successfully transitioned to full contract operations. Chief Tye has an extensive background in Fire Services and Emergency Services and is our lead corporate official responsible for all corporate transition support to the on-site Centerra Transition/Mobilization Operation Directors Team. He will liaise and coordinate daily, or more frequently as required, with our on-site Transition team to ensure all transition tasking is being delivered on time and to the complete satisfaction of the City.

Manager, Contracts & Compliance

Implements and accomplishes San Bernardino Contract Compliance Reviews, Change Orders Administration, Subcontracts Administration, Blanket Purchase Agreements, and City-Owned Property Control Documentation (equipment, facilities, and San Bernardino provided consumables) associated with the SBFD project.

Manager, Human Resources

The HR Manager is responsible for, and accomplishes the selection and on-boarding of all new Centerra employees assigned to the SBFD project. These duties include but are not limited to: (1) Position Descriptions, (2) Wage Classifications & Compliance, (3) EEO Compliance, (4) Benefits Program

Compliance, (5) Workers Compensation Program, (6) Medical Fitness for Duty Determinations (pre-employment physicals, pre-employment substance abuse testing, etc. handled IAW HIPAA privacy requirements), (7) labor agreement if any, and (8) personnel records retention and documentation. All HR elements are electronically connected to the corporate HR Center (with the appropriate HIPAA privacy protections) to facilitate the electronic distribution of personnel data documentation packages. This electronic data management process is used to on-board the new hires for the SBFD project and relieves our on-site personnel from administrative burdens generally associated with the new hire processes. It will enable them to focus on the immediate on-site operations management processes.

The HR Transition Team is also responsible for deploying and populating “**Emergency Reporting**,” our centralized web-based NFIRS, NEMSIS and risk assessment reporting and records management system. This state-of-the-art data management solution supports Fire, EMS, Navy, Marines, Army, nuclear power facilities, airports, ambulance services, hospitals, oil refineries, and multi-agency districts internationally.

Manager, Payroll and Accounting

The Payroll and Accounting Manager is responsible for establishing and maintaining all payroll, billing, and accounting records and procedures for the SBFD project. Typical of these tasks are individual employee payroll accounts, accounts payable maintenance (capital equipment acquisitions, consumable materials, employee benefits, statutory payroll and governmental entity tax payments, licenses, registrations, etc.), accounts receivable maintenance, client invoicing, and project estimate to complete analysis and forecasting. Like our HR Center, our Payroll and Accounting Center is electronically connected to all of our operational projects and all payroll on-boarding, funds receipt and disbursement, and Accounting Center Deliverables required by San Bernardino are transmitted via electronic data. This process is a major “added value” to our clients as it prevents the diversion of our on-site operations team from SBFD focused work.

Manager, Procurement

An additional component of our corporate support transition team is our Procurement Center. It is a critical element of our past success in transitioning and operating other Government and Commercial Fire and EMS operations. Centerra utilizes our extensive national purchasing agreements and relationships with Fire and EMS equipment suppliers and vendors to provide a “low-risk” solution to equipping the Fire Department with OSHA and NFPA compliant equipment. Additionally, our procurement procedures require a competitive quote and bid processes that provides quantified “added value” to our clients. The Procurement Center is also effectively “paperless,” which vastly improves response and delivery windows and allows us to provide our clients with very predictable time estimates-to-complete.

In support of the SBFD project, our procurement team utilizes an automated Purchase Requisition (PR) DocuLex System to procure equipment and consumable supplies. These purchases include, but are not be limited to: (1) Personnel Protective Equipment, (2) Station Uniforms, and (3) acquisition and replacement of all necessary materials, agents, chemicals, supplies and other equipment (i.e., janitorial supplies, paper supplies, office supplies, televisions, telephones, fax machines, computer equipment, video recorders, mobile and portable radios, projectors, etc.).

Manager, Environmental, Safety & Health (ES&H)

Of paramount importance to Centerra, and by mutual interest to San Bernardino, is our joint mandate to maintain a hazard and violation free working environment and facility in full conformance with CAL/OSHA, EPA and San Bernardino standards and requirements. We ensure compliance by having the Centerra ES&H Team review all scheduled transition activities and monitoring the progress of the transition process. Typical monitoring activities are equipment purchase conformance with OSHA and NFPA specifications, and initial and follow-on random review of operational plans to ensure that Fire and EMS operations do not infringe or violate any OSHA, EPA, or San Bernardino policy.

Manager, Quality Control - Product Assurance

Our Quality Control-Product Assurance system is embedded in our plans and operations procedures to facilitate the transition to contract Fire and EMS operations in San Bernardino. Quality oversight is continuous through our day-to-day transitional and operational processes.

9.1.e Client In-Brief & Informal Partnering Commitment

Centerra formally begins San Bernardino partnering relationships immediately upon notification of contract award. A critical step in our Transition/Mobilization process is to meet with all stakeholders. While this partnering process is not used to modify contract terms and conditions, it is used to foster a partnering approach and provide the platform to fully understand expectations of all parties. This is not a single event, but an ongoing process throughout the life of the contract.

During the initial meetings we will identify liaison points of contact for all stakeholders in the government structure. Based on our past experience, we anticipate the following city business units are stakeholders and have valued input to this partnering process. Anticipated stakeholder visits and preliminary discussion topics should include:

- City Manager’s Office
 - Contract Administration
 - Contract Deliverables
 - Property Management Documentation Procedures (Custodial documentation)
 - Discuss management procedures for media demands associated with City activities
 - Establish Follow-on Partnering Commitment
 - City Council as directed
- SBFD (SBFD Fire Chief)
 - Introduction – Courtesy Visit (Discuss expected project outcomes)
 - Discuss Mutual Aid Agreements and Points of Contact
 - Communications Processes
 - Vehicle Maintenance Procedures
 - Establish Follow-on Commitment
- Chamber of Commerce
 - Introduction – Courtesy Visit (Discuss expected project outcomes)
 - Review small business vendors listing and Points of Contact
 - Establish Follow-on Partnering Commitment
 - County Fire Chief Association
 - Introduction – Courtesy Visit
- IAFF Office:
 - Introduction – Courtesy Visit (Discuss expected project outcomes)
 - Discuss Mutual Aid Agreements and Points of Contact
 - Communications Processes
 - Vehicle Maintenance Procedures

9.2 Solution Set 2: Staffing and Resource Provisioning

Centerra has the reputation of being “*best in class*” for the transition, staffing and provisioning of Fire/EMS personnel. As a result, we maintain an extensive inventory of qualified personnel for any position current incumbents may choose to vacate. Our fire service staffing experience, both Fire and EMS, is extremely current based on our contract workloads over the last ten years. In that period we

Solution Set 2 – Staffing Resources Provisioning	
2.a	Compliant Technical Qualifications Verification
2.b	On-Boarding Process of Selected Candidates
2.c	Site Orientation/Familiarization – Site Specific Training

Exhibit 9-3 Solution Set 2

have successfully staffed and operated in excess of 30 like or similar fire service operations worldwide. Of note, during the Iraq War, we established 26 fire stations averaging two per month, to include four fire departments in seven days.

This staffing was performed under hostile conditions requiring airlifting of personnel, personal protective equipment, and firefighting equipment into hazardous operating environments. The same highly skilled corporate staffing and human resource team that accomplished this work will focus their talents on the timely staffing of the City's Fire Department.

To accomplish this task most amenably, we have learned the first step in preparing to meet your goals is to build a relationship with the incumbent staff, which enables us to recruit and select a well-trained and committed work force. Once key personnel are hired, we make contingent offers to prospective employees and start verifications on training and certifications, background investigations; medical and physical qualifications; and upon successful completion, send suitable candidates to training. All personnel records and certification files are maintained in our local San Bernardino office and at Centerra Corporate Headquarters.

9.2.a Compliant Technical Qualifications Verification

Our Human Resources Team, with the oversight of our Senior Vice President, Safety, Fire, and Emergency Services, ensures all employees for all positions are in full conformance with the experience and certification requirements for their prospective positions.

Staff Hiring and Selection Process

Based on the minimum personnel qualifications, the Centerra Human Resources Team begins our staffing process upon contract award notification. Our plan is built upon the urgency of positioning qualified employees on the project site **no later than 60 days after contract award** in order to ensure that our schedules for Centerra training/familiarization/orientation and follow-on transition/mobilization activities are not delayed or disrupted.

10. Recordkeeping Methodology

CityGate Finding #7:

“The Fire Department must insist and follow-up on the requirement that all incidents are reported, fully and accurately in the NFIRS 5 reporting system.”

As identified in CityGate Finding #7 and by our initial analysis of the Sbfd, reporting and maintenance of records is a potential area for improvement. As presented, Centerra proposes the use of NFIRS compliant fire department software to create and maintain a records database. This database provides the framework to provide a global perspective on Fire Department emergency activities and serves as a tool for future planning and decision-making.

The Emergency Reporting Records Management System (ERRMS) provides 19 different record maintenance and record retention suites including the National Fire Incident Reporting System (NFIRS). The system provides for the management of all fire department training records, manages all inventory records, develops work schedules, provides EMS Patient Treatment Forms, develops vehicle and equipment inspection and maintenance forms, maintains employee certification records, provides a station logbook program, and develops pass-on information for shift turnover meetings. Centerra uses this program at NASA Ames Fire Department contract in Santa Clara County. The system is web based and does not require IT-support from the City of San Bernardino for installation or operation. Centerra also maintains its own IT Department headed by a Chief Technology Officer who is able to provide IT project support, when so required.

10.1 Maintaining Required Documentation

Each Shift Captain is responsible to ensure all required documentation has been completed and entered into ERRMS prior to securing from duty. The Battalion Chief maintains the shift turnover log so that he can brief the oncoming Battalion Chief, upwards to the Fire Chief, of events that occurred during their shift, as well as other pertinent information. These include, but are not limited to: (1) condition of the response fleet, (2) condition of the emergency response equipment, (3) important activities occurring in the City, (4) issues with fire protection systems inspected, (5) on-going or abnormal maintenance activities, (6) changes in hazards, as well as (7) any other vital information needed to maintain a strong continuity of services. **Exhibit 10-1 Daily Logbook Entries** and **Exhibit 10-2 Historical Training Listing** are actual representations of Centerra's recordkeeping methodology.

Start	End	Log Details	Personnel
2/23/2011 11:31	2/23/2011 11:31	Activity: 081 - Record - Shift Apparatus: T-6 Details: Capt. Hansen accepted the overtime for February 28th for 24 hrs.	[Redacted]
2/23/2011 10:00	2/23/2011 15:00	Activity: 042 - Vehicle Maintenance Apparatus: Details: Valley Power in station to perform repairs and Annual Aerial Maintenance on T-6-tmw	[Redacted]

Exhibit 10-1 Daily Logbook Entries: This screenshot shows current ERRMS entries on Centerra's NASA Ames project.

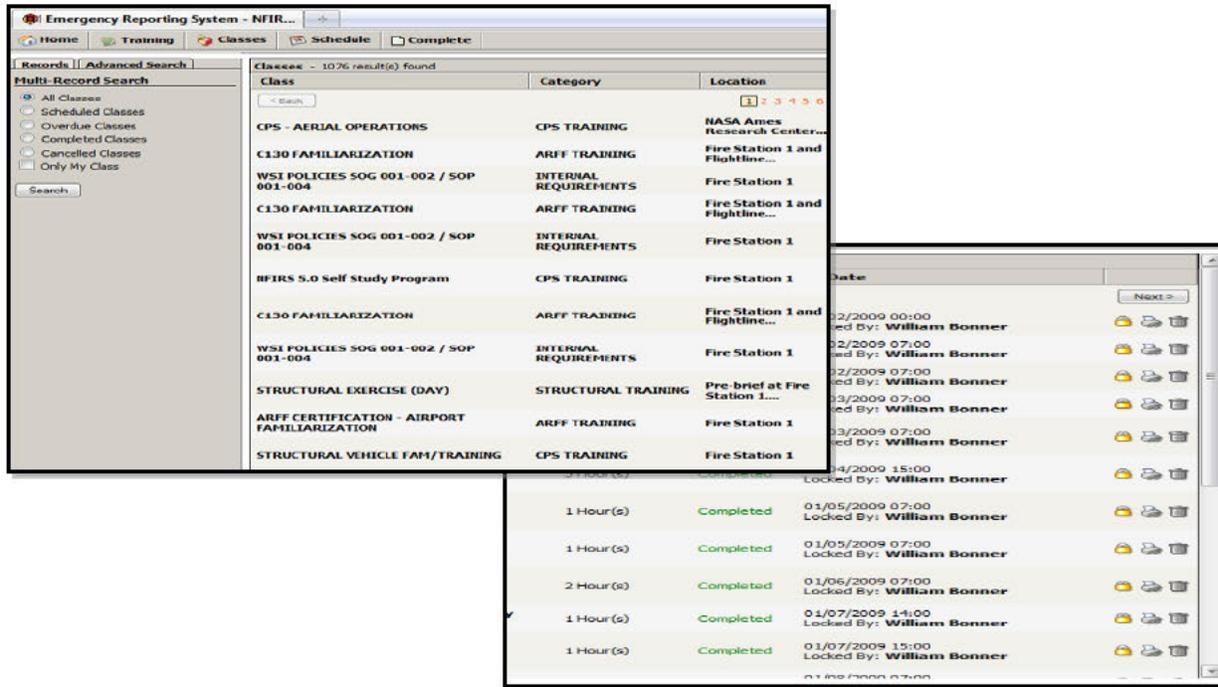


Exhibit 10.2 Historical Training Listing:
Centerra currently maintains a listing of all training requirements

Collectively, ERRMS provide the means to schedule training, track training, load certifications, and identify when certifications/training are near expiration dates. Additionally, it provides a location for the storage of all lesson plans and power point presentations used for fire department instruction, drill and exercise planning documents, and evaluation check sheets. Lastly, it provides easily downloadable printable reports to provide the Fire Chief, as well as City-authorized personnel with information on the status of individual training and certifications within the department.

10.2 Incident and Report Writing Forms

Centerra uses two incident and report writing forms contained within ERRMS in the performance of this contract. Both forms meet the requirements of NFIRS and the National Emergency Medical Services Information System (NEMSIS). Centerra will also include any City of San Bernardino or San Bernardino County specific reports as required.

Exhibit 11-3 NFIRS Basic Incident Report facilitates NFIRS reporting requirements and is used for both incident and report writing. This is a two- page form that can be filled out on-site for later entry into ERRMS or, as is done on our NASA Ames program, the data can be entered directly into the ERRMS.

Exhibit 11-4 EMS Pre Hospital Care Report is a Centerra recommended report used to document Emergency Medical response activities. This report is NEMSIS compliant and the data contained is also entered into ERRMS.

A FDID <input type="text"/> State <input type="text"/> Incident Date <input type="text"/> MM <input type="text"/> DD <input type="text"/> YYYY <input type="text"/> Station <input type="text"/> Incident Number <input type="text"/> Exposure <input type="text"/>		<input type="checkbox"/> Delete <input type="checkbox"/> Change <input type="checkbox"/> No Activity	NFIRS-1 Basic
B Location Type <input type="checkbox"/> Check this box to indicate that the address for this incident is provided on the Wildland Fire Module in Section B, "Alternative Location Specification." Use only for wildland fires.			
<input type="checkbox"/> Street address <input type="checkbox"/> Intersection <input type="checkbox"/> In front of <input type="checkbox"/> Rear of <input type="checkbox"/> Adjacent to <input type="checkbox"/> Directions <input type="checkbox"/> US National Grid			
Census Tract <input type="text"/> - <input type="text"/> Number/Milepost <input type="text"/> Prefix <input type="text"/> Street or Highway <input type="text"/> Street Type <input type="text"/> Suffix <input type="text"/> Apt./Suite/Room <input type="text"/> City <input type="text"/> State <input type="text"/> ZIP Code <input type="text"/> - <input type="text"/> Cross Street, Directions or National Grid, as applicable			
C Incident Type <input type="text"/>		E1 Dates and Times Midnight is 0000 Month <input type="text"/> Day <input type="text"/> Year <input type="text"/> Hour <input type="text"/> Min <input type="text"/>	
D Aid Given or Received <input type="checkbox"/> None		E2 Shifts and Alarms Local Option Shift or Platoon <input type="text"/> Alarms <input type="text"/> District <input type="text"/>	
1 <input type="checkbox"/> Mutual aid received 2 <input type="checkbox"/> Auto. aid received 3 <input type="checkbox"/> Mutual aid given 4 <input type="checkbox"/> Auto. aid given 5 <input type="checkbox"/> Other aid given		E3 Special Studies Local Option Special Study ID# <input type="text"/> Special Study Value <input type="text"/>	
F Actions Taken <input type="text"/> Primary Action Taken (1) <input type="text"/> Additional Action Taken (2) <input type="text"/> Additional Action Taken (3) <input type="text"/>		G1 Resources <input type="checkbox"/> Check this box and skip this block if an Apparatus or Personnel Module is used. Apparatus <input type="text"/> Personnel <input type="text"/> Suppression <input type="text"/> EMS <input type="text"/> Other <input type="text"/> <input type="checkbox"/> Check box if resource counts include aid received resources.	
G2 Estimated Dollar Losses and Values LOSSES: Required for all fires if known. Optional for non-fires. None Property \$ <input type="text"/> , <input type="text"/> , <input type="text"/> <input type="checkbox"/> Contents \$ <input type="text"/> , <input type="text"/> , <input type="text"/> <input type="checkbox"/> PRE-INCIDENT VALUE: Optional Property \$ <input type="text"/> , <input type="text"/> , <input type="text"/> <input type="checkbox"/> Contents \$ <input type="text"/> , <input type="text"/> , <input type="text"/> <input type="checkbox"/>			
Completed Modules <input type="checkbox"/> Fire-2 <input type="checkbox"/> Structure Fire-3 <input type="checkbox"/> Civilian Fire Cas.-4 <input type="checkbox"/> Fire Service Cas.-5 <input type="checkbox"/> EMS-6 <input type="checkbox"/> HazMat-7 <input type="checkbox"/> Wildland Fire-8 <input type="checkbox"/> Apparatus-9 <input type="checkbox"/> Personnel-10 <input type="checkbox"/> Arson-11		H1 Casualties <input type="checkbox"/> None Fire Deaths <input type="text"/> Injuries <input type="text"/> Service <input type="text"/> Civilian <input type="text"/> H2 Detector Required for confined fires. 1 <input type="checkbox"/> Detector alerted occupants 2 <input type="checkbox"/> Detector did not alert them U <input type="checkbox"/> Unknown	
H3 Hazardous Materials Release <input type="checkbox"/> None 1 <input type="checkbox"/> Natural gas: slow leak, no evacuation or HazMat actions 2 <input type="checkbox"/> Propane gas: <21-lb tank (as in home BBQ grill) 3 <input type="checkbox"/> Gasoline: vehicle fuel tank or portable container 4 <input type="checkbox"/> Kerosene: fuel burning equipment or portable storage 5 <input type="checkbox"/> Diesel fuel/fuel oil: vehicle fuel tank or portable storage 6 <input type="checkbox"/> Household solvents: home/office spill, cleanup only 7 <input type="checkbox"/> Motor oil: from engine or portable container 8 <input type="checkbox"/> Paint: from paint cans totaling <55 gallons 0 <input type="checkbox"/> Other: special HazMat actions required or spill > 55 gal (Please complete the HazMat form.)		Mixed Use Property <input type="checkbox"/> Not mixed 10 <input type="checkbox"/> Assembly use 20 <input type="checkbox"/> Education use 33 <input type="checkbox"/> Medical use 40 <input type="checkbox"/> Residential use 51 <input type="checkbox"/> Row of stores 53 <input type="checkbox"/> Enclosed mall 58 <input type="checkbox"/> Business & residential 59 <input type="checkbox"/> Office use 60 <input type="checkbox"/> Industrial use 63 <input type="checkbox"/> Military use 65 <input type="checkbox"/> Farm use 00 <input type="checkbox"/> Other mixed use	
J Property Use <input type="checkbox"/> None			
Structures 131 <input type="checkbox"/> Church, place of worship 161 <input type="checkbox"/> Restaurant or cafeteria 162 <input type="checkbox"/> Bar/tavern or nightclub 213 <input type="checkbox"/> Elementary school, kindergarten 215 <input type="checkbox"/> High school, junior high 241 <input type="checkbox"/> College, adult education 311 <input type="checkbox"/> Nursing home 331 <input type="checkbox"/> Hospital 341 <input type="checkbox"/> Clinic, clinic-type infirmary 342 <input type="checkbox"/> Doctor/dentist office 361 <input type="checkbox"/> Prison or jail, not juvenile 419 <input type="checkbox"/> 1- or 2-family dwelling 429 <input type="checkbox"/> Multifamily dwelling 439 <input type="checkbox"/> Rooming/boarded house 449 <input type="checkbox"/> Commercial hotel or motel 459 <input type="checkbox"/> Residential, board and care 464 <input type="checkbox"/> Dormitory/barracks 519 <input type="checkbox"/> Food and beverage sales 539 <input type="checkbox"/> Household goods, sales, repairs 571 <input type="checkbox"/> Gas or service station 579 <input type="checkbox"/> Motor vehicle/boat sales/repairs 599 <input type="checkbox"/> Business office 615 <input type="checkbox"/> Electric-generating plant 629 <input type="checkbox"/> Laboratory/science laboratory 700 <input type="checkbox"/> Manufacturing plant 819 <input type="checkbox"/> Livestock/poultry storage (barn) 882 <input type="checkbox"/> Non-residential parking garage 891 <input type="checkbox"/> Warehouse Outside 124 <input type="checkbox"/> Playground or park 655 <input type="checkbox"/> Crops or orchard 669 <input type="checkbox"/> Forest (timberland) 807 <input type="checkbox"/> Outdoor storage area 919 <input type="checkbox"/> Dump or sanitary landfill 931 <input type="checkbox"/> Open land or field 936 <input type="checkbox"/> Vacant lot 938 <input type="checkbox"/> Graded/cared for plot of land 946 <input type="checkbox"/> Lake, river, stream 951 <input type="checkbox"/> Railroad right-of-way 960 <input type="checkbox"/> Other street 961 <input type="checkbox"/> Highway/divided highway 962 <input type="checkbox"/> Residential street/driveway 981 <input type="checkbox"/> Construction site 984 <input type="checkbox"/> Industrial plant yard			
Look up and enter a Property Use code and description only if you have NOT checked a Property Use box.			
Property Use <input type="text"/> Code <input type="text"/>			

Exhibit 10-3: NFIRS Basic Incident Report (page 1)

		FIRE DEPARTMENT PREHOSPITAL CARE REPORT (650)					
Date:		EMTs:		Medical Report #			
Incident Location:			Time Enroute:	On Scene:	Amb. Turn Over:	Time Clear:	
Patient Name:		Age:	Gender:	Weight:	DOB:	Phone #:	
Patient's Address:					Response to scene CODE:		
Chief Complaint:					Allergies:		
Medical History / Summary:							
					Medications:		
Initial Physical Examination Unremarkable					No. of Pts at scene:		
Head:				GCS			
Neck:				Eye	Verbal	Motor	
Chest:				4 spont	5 oriented	6 obeys	
Lungs:				3 voice	4 confused	5 localizes	
Abdomen:				2 pain	3 inapprop	4 withdrwl	
Back:				1 none	2 incompr	3 flexion	
Pelvis:					1 none	2 extensn	
Limbs:						1 none	
Neuro:				Time	E + V + M	Total	
Skin Signs:				:	— — — —		
				:	— — — —		
				:	— — — —		
Field Clinical Impression:							
Care Giver	Time	Procedure / Medication (with dose, route) Description	Response / Comments	B / P	Pulse Rate	Resp Rate	
Special Scene Conditions <input type="checkbox"/> Complicated <input type="checkbox"/> MCI <input type="checkbox"/> Extrication <input type="checkbox"/> Multi EMS provdrs <input type="checkbox"/> DNR <input type="checkbox"/> Poss provider <input type="checkbox"/> Drug use susp <input type="checkbox"/> Exposure <input type="checkbox"/> ETOH <input type="checkbox"/> Unsafe scene <input type="checkbox"/> Haz Mat <input type="checkbox"/> Other		Safety Eq Used <input type="checkbox"/> Lap restraint <input type="checkbox"/> Lap/shoulder Restraint <input type="checkbox"/> Child safety seat <input type="checkbox"/> Airbag(s) <input type="checkbox"/> Helmet <input type="checkbox"/> Protective Cloth		MVA Conditions <input type="checkbox"/> Bent steering Whl <input type="checkbox"/> Death in same Vehicle <input type="checkbox"/> Ejection <input type="checkbox"/> Passenger smprtmnt <input type="checkbox"/> Intrusn <input type="checkbox"/> Rollover <input type="checkbox"/> Fire		Transport unit: _____ Other: _____ Destination Hospitals: _____ Other: _____	
Care Transferred To			Cert Number	Name / Care Giver		Signature	
Agency:				A)			
Name:				B)			
Time:				C)			

Continuation form used. Page 1 of 01

**Exhibit 10-4: Example of an EMS Pre-Hospital Care Form (page 1)
(Centerra will use the San Bernardino County Forms)**

CP

O – onset
P – provoked
Q – quality
R – radiate
S – severity
T – time (how long)

ALOC

A – alcohol, acidosis
E – epilepsy, electrolyte
I – Insulin D.M.
O – over dose
U – underdose, uremia
T – trauma
I – infection
P – psych
S – stroke

Extremities

P - pulse
M – motor
S – sensory
T – temperature
C - color
P – psychogenic

SOB

P – provoked
A – associated chest pain
S – sputum (color & amount)
T – talking tolerance
M – medications
E – exercise tolerance
D – diagnosis

Trauma

D – deformities
C – contusions
A – abrasions
P – punctures
B – burns
T – tenderness
L – lacerations
S – swelling
I – instability
C – crepitus

7 types of shock

C – cardiogenic
H – hemorrhagic
A – anaphalactic
S – septic
H – hypovolemic
E – emesis
N - neurogenic

Infant

A - appearance
P – pulse (< 100 - < 100 = compressions)
G - grimace
A - activity
R – respirations (40 – 60)

Medical

S – signs / symptoms
A – allergies to meds
M - meds
P – pertinent medical history
L – last meal
E - events

OD

Substance taken
Quantity
Time drug taken
Route (PO, IV, inhaled, etc)
Other drugs taken too
N/V (Sample needed?)
Family/bystander intervention?
LOC
Physical Exam
V/S
Pupils
Skin signs
Odors
Needle marks
Scene observation

Age	Preterm	Term	6 mos	1 yrs	3 yrs	6 yrs	8 yrs	10 yrs	11 yrs	12 yrs	14 yrs
lbs	3 lbs	7.5 lbs	15 lbs	22 lbs	33 lbs	44 lbs	55 lbs	66 lbs	77 lbs	88 lbs	99 lbs
kg	1.5 kg	3.5 kg	7 kg	10 kg	15 kg	20 kg	25 kg	30 kg	35 kg	40 kg	45 kg
Length	16"	21"	26"	31"	39"	46"	50"	54"	57"	60"	64"
HR	140	125	120	120	110	100	90	90	85	85	80
Resp	40-60	40-60	24-36	22-30	20-26	20-24	18-22	18-22	16-22	16-22	14-20
Systolic	50-60	70	90±30	95±30	100±25	100±15	105±15	110±20	110±20	115±20	115±20

Scene Assessment

Safety (BSI, Scene)
Scene (No. of vehicles, forces, damage)
Situation (How many Pts, age, what happened)

Initial Assessment

General Impression
Airway & C-spine control
Breathing & Ventilation
Circulation & Bleeding
Disability
Expose & Protect from environment
Use Mnemonics
Ongoing Assessment & Transport

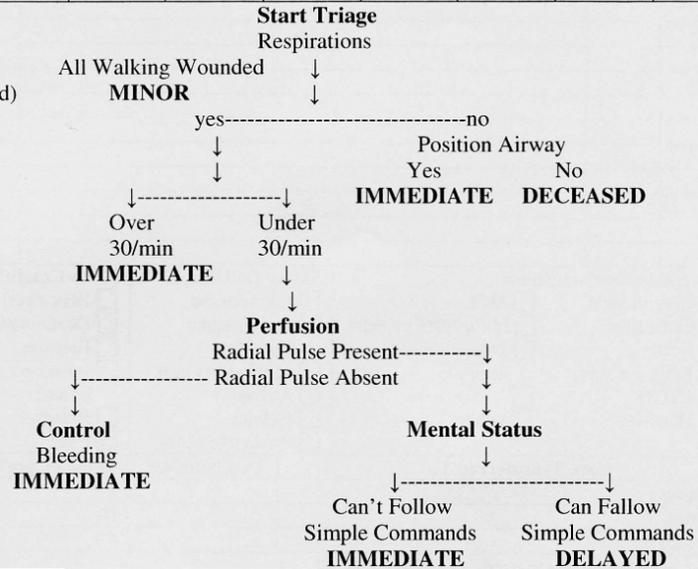


Exhibit 10-4: Example of an EMS Pre-Hospital Care Form (page 2)

Centerra makes every effort to reduce hardcopy forms in favor of the electronic filing capability of ERRMS. Centerra expects this will also be the case for San Bernardino. With the City’s concurrence, Centerra will maximize the use of this system to increase reporting efficiency while eliminating redundant recordkeeping and unnecessary use of paper. We also remain highly sensitive to the potential for lost data and hacking and use secured access and remote archiving and backup to ensure the preservation of data and information.

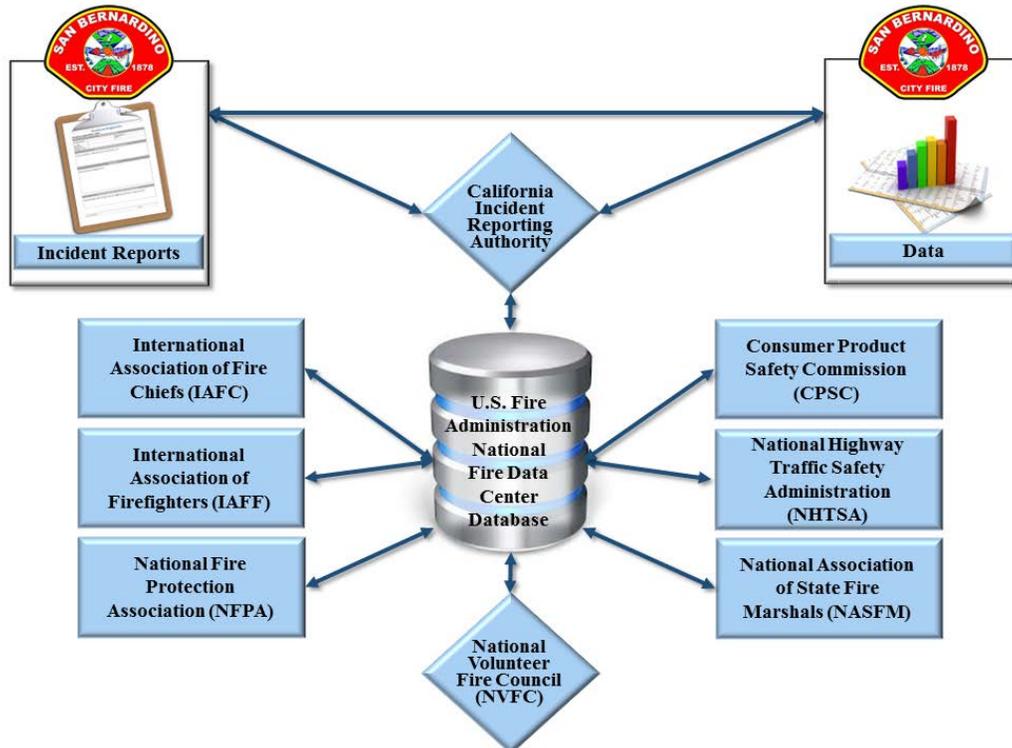
ERRMS includes the most current editions of the National Fire Incident Reporting System (NFIRS) and Emergency Medical Services Incident Reporting System (NEMSIS), which are cued for update when changes are required. When so approved, Centerra will supply the Emergency Reporting modules for the City, as identified in **Exhibit 10-5 Emergency Reporting Modules**.

Emergency Reporting Modules		
1. NFIRS Incident reporting	8. Events	15. Payroll
2. NEMSIS Incident reporting	9. Fire Inspections	16. Personnel Management
3. Administration	10. Hydrant Maintenance	17. Reports
4. Apparatus	11. Inventory	18. Shift Scheduling
5. Calendar	12. Library	19. Training Records/Management
6. Daily Roster	13. Message Center	20. Community Support Activities
7. Equipment	14. Occupancy Pre-fire Plans	21. Public Education Activities

Exhibit 10-5, Emergency Reporting Modules

Recordkeeping Summary: The ERRMS Reports module contains pre-defined reports to extract and analyze departmental data. Generated Reports display tabular results and, when possible, graphs such as bar or pie chart. If the available reports do not meet a department's data analysis needs, users can request a report to be deployed to the live system. The Basic Incident Report is Centerra's primary reporting vehicle as established by NFIRS 5.0 and is automated within ERRMS. This incident reporting process is depicted in **Exhibit 10-6**.

Exhibit 10-6: NFIRS Incident Reporting Process



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11. Training

Centerra provides all required professional training, personnel development and evaluation needs to meet the operational objectives required for the City of San Bernardino. This includes training services provided by a Battalion Chief trained as a specific subject matter expert (SME). Additionally, courses taught via our computer-based learning management (CBLM) system are available to all personnel and are Continuing Education qualified. This results in cost savings and more efficient use of personnel.

11.1 Fire Training Curriculum Methodology

Centerra's Training Curriculum Methodology meets the requirements of NFPA standards, OSHA and CAL/OSHA regulations, State of California contractual, and local requirements. Our program uses an Annual Training Plan (ATP) that lists classes, evaluations, and exercises that address all required topics. The ATP is divided into monthly classes, evaluations, and exercises, and further refined into a daily training schedule. At a minimum, two hours of daily training are accomplished by each member of the department while on duty to ensure Centerra meets the requirements as specified above.

Centerra's Fire training curriculum covers all subjects as described in this section to include hours for new employee initial and certification training. Subject dependent, fire training may also include monthly, quarterly, and annual sustainment training. All fire and related training is performed in accordance with NFPA 405, NFPA 1500 and other governing NFPA, OSHA, CAL/OSHA, State of California, and related regulations.

Centerra's ATP not only provides a systematic approach to firefighter basic training and certification, but provides a medium to meet annual training requirements specific to the City's contractual requirements. It further provides practical testing to validate the effectiveness of our training. All training results in a "lessons-learned" component as part of our Continuous Improvement Process (CIP). Lessons Learned provides our firefighters (and the City) with real life case history of firefighter near misses, injuries, and deaths in order to ensure similar events do not occur within our departments.

Centerra uses a common Performance Based Training and a Certification Program at all of its Fire and Emergency Services Departments in the United States and previously at Centerra's 32 Fire and Emergency Services Departments protecting U.S military bases in Iraq. Because of the standardization of training, Centerra is able to provide great flexibility if the need arises to move personnel to support any customers emergent operational needs.

Centerra's Performance-Based Training and Certification Program tracks all ATP requirements of each member. Weekly, the Fire Chief reviews the training status of all personnel to identify any individual who may become deficient. These personnel, via the Battalion Chiefs, are notified of this potential deficiency, and the status is tracked until the training is completed. Personnel that show a consistent pattern of non-compliance with the ATP requirements, or who have missed critical/regulatory required training are removed from emergency response status, and placed on administrative leave until all requisite training requirements have been met. Further unexcused delays may lead to disciplinary action up to and including dismissal from the contract, in accordance with our 5-Step disciplinary process.

The Battalion Chief assigned to Training coordinates all training activities with the Shift Battalion Chiefs. The training provided includes, but is not limited to: (1) personnel development, (2) fire ground operations, (3) emergency management, (4) confined space, (5) apparatus operations, (6) safety, (7) live fire training, and (8) other subject matter as needed by the organization. **Exhibit 11-1** depicts Centerra's proposed draft training plan for the training/certification courses and exercises required for the City along with the relevant regulatory requirement.

Exhibit 11-1 Example Draft Training Plan: Centerra ensures all assigned personnel are trained, certified, and current with required training standards. A specific plan for the City of San Bernardino will be developed prior to implementation to include all national, state, and local requirements.

Training Topic	New Employee Initial Training & Certification Hours	Monthly Sustainment Training Hours	Quarterly Sustainment Training Hours	Annual Sustainment Training Hours	Regulatory Requirement
Emergency Medical Training for Paramedics and EMTs	40 hours	2 hours		24 hours	AC150-5210-17B
Structural Training (Academic)	24 hours	2 hours		24 hours	NFPA 1001
Annual Certification SCBA	8 hours			4 hours	OSHA 1910.134 / NFPA 1404
Annual Certification PPE	8 hours			4 hours	OSHA 1910.132 / NFPA 1500
Annual Certification Blood borne Pathogens	8 hours			4 hours	OSHA 1910.1030
Annual Certification Risk Management	4 hours			2 hours	NFPA 1500
Annual Certification OSHA Hazcom	8 hours			8 hours	OSHA 1910.1200
Annual Certification Emergency Evacuation/Accountability/2In-2Out	6 hours			2 hours	NFPA 1500 / OSHA 1910.134
Annual Certification – Re-servicing Compressed Air Bottles	2 hours			2 hours	NFPA 1500
AHA 2 Rescuer CPR – Healthcare Provider with AED	8 hours		1 hour	8 hours	Local EMS protocols
Hazardous Materials – CA First Responder Operations	24 hours	2 hours		24 hours	OSHA 1910.120
Centerra / County / San Bernardino / Department SOPs	24 hours	1 hour		12 hours	NFPA 1500
Incident Command System Training	12 hours	1 hour		12 hours	NFPA 1500
EEO Training	4 hours			2 hours	Centerra requirement
Sexual Harassment in the workplace	4 hours			2 hours	29CFR32
Environmental Protection and Response to Environmental Emergencies	10 hours			1 hour	EPA Specific Regulations
WMD Training	8 hours		4 hours	16 hours	FEMA
Response to Terrorism Training	8 hours		3 hours	12 hours	DOJ
Fire Extinguisher Inspection Practices	24 hours			4 hours	NFPA 10
Fire Hydrant Inspection, Flow, Testing, and Preventative Maintenance	16 hours			4 hours	NFPA 291
Fuel Farm/Fuel Storage Area Fires	8 hours	2 hours		24 hours	NFPA 15000

11.2 National Training and Certification Program (TEEX)

Centerra established and maintains the first and only private sector National Training and Certification Program able to provide basic and advanced in-house training to maintain skills, prepare for advancement, and maintain current Fire certifications. This program is managed through a partnership between Centerra and Texas A&M University System - Texas Engineering Extension Services (TEEX). TEEX conducts the Instructor Certification Training for our Fire Service Instructors through attendance at TEEX for intensive 40-hour training to become Adjunct Instructors for TEEX.

Centerra Fire Service Instructors receive training to enable them to teach all required National Professional Qualifications Standards (NPQS) and sustainment training classes. In addition, qualified, skills examiners administer practical skills tests. Written exams are administered via a third-party at the work location to ensure testing integrity in accordance with NPQS standards and the completed written exams are sent to TEEX to be graded. An NFPA NPQS Fire Service Certificate is issued when the student passes the written exam.

The ability to issue NFPA NPQS Fire Service Certifications on site has a tangible value to the City. Additionally, Centerra will participate in the State of California Fire Service Training Program. This is expected to increase workforce efficiency and competency by allowing training and certification classes to be provided at a lower program cost without disruption to work schedules. Another benefit of our TEEX Training and Certification partnership is the award of full college credits from Texas A&M University for certification courses. This directly aids in the professional growth and opportunities of our fire service personnel. This program has been leveraged at Cape Canaveral Air Force Station (CCAFS), Kennedy Space Center (KSC), and Jet Propulsion Laboratory (JPL). To date, Centerra has issued more than 5,000 nationally-recognized NPQS/DoD certifications.

11.3 Learning Management System (LMS)

Centerra has developed and maintains an extensive library of LMS academic courses with full academic credit provided by colleges and universities across the nation. The LMS accrues extensive added value to our customers as our employees are exposed and participate in an extensive array of continuing education courses. A summary description of the LMS program follows: In January 1994, the University of Maryland agreed to grant non-academic credits for select Centerra training materials and programs. In March 1997, the American Council on Education recommended select Centerra courses for full academic credit at colleges and universities throughout the nation. As a result, Centerra employees are able to earn CE/CPE credits through our LMS program resulting in a motivated, better educated workforce for the City of San Bernardino.

11.4 Awards and Recognition Program

Centerra maintains an Employee Morale and Welfare Fund to improve working conditions, employer-employee relations, employee performance and, most importantly, morale. Our Contract Manager administers the fund and uses it to compensate employees under several award and recognition programs to include:

- **Outstanding Service Award/Incentive Awards** – Rewards employees responsible for events such as saving a life, thwarting a burglary or robbery, or being involved in events that reflect well on our personnel and company. Employees receive certificates, commendations, and plaques.
- **Suggestion Awards** - Employees are encouraged to make suggestions and recommendations via formal procedures. Suggestions resulting in cost savings, value-added, or improved efficiency are recognized with Savings Bonds and certificates.

- **Employee Recognition** - As a premier provider of Fire Services, Centerra recognizes our reputation is established incrementally by those men and women who staff the post and put out the fires. Our Contract Manager recognizes performance and devotion to duty by selecting Employee of the Quarter, Employee of the Year, and Spot Awards with Coins of Excellence.
- **Valor Award** - The Centerra Valor Award is presented to employees for acts of valor occurring either on or off duty. Savings Bonds, certificates, and recognition awards are presented to recipients.



12. Other Services

12.1 Emergency Management and Support

Centerra will provide emergency preparedness planning and training support to the City of San Bernardino and its employees. We understand the requirement and benefits of representing the City at fire and emergency related meetings and community activities including attendance at City Council, other staff meetings, school programs, service clubs, and direct interface with the business community. This responsibility will fall under the Fire Marshal, who will be thoroughly educated in all matter pertaining to emergency management and City / community support. Centerra provides these same Emergency Management functions for Cape Canaveral to include all hazard risk categories up to and including space launch.

The City of San Bernardino, like all communities in the Inland Empire Region, is susceptible to natural and man-made disasters. These include earthquake, fire, flood or other technical disasters associated with industrial areas. During the first 72 hours of a major incident, City services may be stretched to their limits and resources will be directed to locations where the need is the greatest.

Our experience has demonstrated that during a disaster such as a major windstorm, flooding, or earthquake, all official radio communication channels are saturated with emergency traffic. Recognizing the uncertain nature of emergency communications, Centerra mitigates these bandwidth realities by coordinating with local amateur radio operators to assist the City during emergencies. This approach has proven highly successful at our locations in tornado prone areas.

We understand the City of San Bernardino has an existing Emergency Response Plan. Recognizing the requirement to prioritize response in a major disaster, Centerra will implement a program to encourage San Bernardino citizens to prepare for a disaster using our Emergency Planner. Elements of our Emergency Planner include:

- Assemble a Disaster Supply Kit
- Determine a central contact (preferably out of state)
- Learn CPR and First Aid
- Determine a central meeting point outside your home
- Find out how to shut off the water, gas, and electricity
- Attend an Earthquake/Disaster Preparedness Class
- Develop a Family Emergency Preparedness Plan

Centerra is committed to educating the citizenry in these matters and looks forward to discussing the existing plans with City of San Bernardino officials, neighboring jurisdictions, and other stakeholder agencies to help improve upon the Plan and train for an event.

12.2 Fire Inspection Services

Mobile devices have become part of the fabric of our professional and personal lives. For local government and public safety, mobility helps keep key personnel engaged in the field, improving responsiveness to citizen needs.

Centerra proposes to utilize mobile software solutions for iOS and Android tablets that are designed to keep public safety and local government staff informed and equipped in the field. Robust and reliable, our mobile software arms public safety officials and building inspectors with field-tested tools.

Mobile Inspections – Enjoy freedom from paper inspections and connectivity restrictions. With mobile inspections, fire inspectors and code compliance officers can report on:

- Permit inspections
- Code case inspections

- Annual or new business inspections
- Engineering site inspections

Offline capability keeps inspections on schedule regardless of Internet availability. If there is a drop in Internet connectivity during an inspection, results are stored and can be uploaded once connectivity is restored.

Intuitive and easy-to-use, mobile inspections standardizes inspection reporting. Mobile Inspections improves consistency with standard commenting and field ordinance text options. Search capabilities and personalized daily activity calendars help inspectors resolve outstanding inspections.

Mobile Building Inspections – Mobile building inspections puts powerful mobile technology at your fingertips. Centralized reporting, standard commenting, and location verification help streamline inspections. Inspection failure fees and penalties can be shared and assessed while onsite eliminating the need for paper reporting.

Centerra's Fire Inspection software provides inspectors with an intuitive and powerful interface. Drop down pick lists allow Administrators to quickly and accurately make appropriate selections and edit comments as required. Also, access to fire codes in the field allows inspectors to reference code sections and comments quickly and efficiently.

- Professional / Technical image within the community
- Increase in productivity resulting from the elimination of paperwork
- Accurate due to pick lists and immediate access to fire codes
- Instant field access to occupancy information

The reporting section allows the fire department to report on all data available in the system, whether it's the number of outstanding violations for a particular occupancy or business type, or how many inspections the department completed over the past three years. The reporting section allows you to select all the criteria to customize your report.

The Fire Department's inspection reports would be available to be printed in the field using wireless printers. This also allows the fire department to create and issue a bill or permit at the time of inspection if required. Cost savings developed by the ability to print invoices and reports in the field lessen administrative costs from reduction of paperwork and easy end-of-shift data transfer.

In addition, Centerra's fire inspection software can automatically schedule all fire department inspections (such as first time, annual or re-inspections). The re-inspection process can be configured to meet the fire department needs, by providing unique frequencies for each inspection type. Centerra's Fire Inspection program gives the City the flexibility it needs to perform administrative tasks such as scheduling and reporting the way you want it done.

As an example of this flexibility, Centerra also proposes a Self Inspection Program as a solution to reduce fire inspection staffing and/or to focus fire prevention staff to perform all of your annual inspections. The Self Inspection Program handles the low-risk inspections. Centerra will process a list of low-risk inspections by contacting business owners and having them perform their own inspections. Centerra will provide all of the information; the businesses themselves provide the labor. The fire department receives the detailed data for their records. The fire department has satisfied the inspection obligations and has passed along a discounted inspection cost. It's a win-win for the fire department and the business community. Based upon the Cities specifications, a random sampling of businesses is automatically generated for the fire department's follow-up and full inspection.

12.3 Fire Prevention and Code Enforcement

Utilization of Engine Company Inspections provides significant ancillary benefits, not the least of which is the public relations aspect whereby your Fire Department personnel are in the community interacting

with citizens, business owners and employees, and visitors alike. A properly managed Fire Prevention and Code Enforcement program results in cost savings, more efficient use of personnel, and increased safety for firefighters.

The Fire Marshal will coordinate with shift Fire Inspectors to complete all necessary functions of a Fire Prevention Division. The fire prevention workload for San Bernardino will be analyzed to determine the most efficient methodology to meet the City requirements and customer satisfaction. Some services we will evaluate include: (1) plan checking, (2) permit management, (3) fire code enforcement, (4) public education, and (5) fire investigation services. Collectively, the following Fire Prevention and Code Enforcement activities will be provided with this proposal:

- Wildland urban interface inspections and enforcement
- State and local mandated fire and life safety inspections
- Plan checking
- New construction inspection
- Builder consultation
- Coordinate and manage inspections by station personnel
- Develop and provide public education services to targeted audiences; coordinate public education activities with station personnel
- Fire cause and origin determination and investigation of fires within the city; coordinate activities with the local police agency
- Provide and coordinate certified training to the community
- Serve as part of the command staff within the City's emergency operations center
- Inspection, clearance, and issuance of fire permits
- Collection and remittance of collected fees to the City

It is more effective and economical for the City to use available technology to reduce the impact of fire. There is no question that once a fire does occur, it is a major emergency and critical event with significant impact on individuals, businesses and the City. Code enforcement of fire sprinklers provides a level of protection that no other fire safety technology can offer. By responding to a fire while it is still small, sprinklers control the spread of heat, flames and toxic smoke, thereby reducing the loss of life and property. The City's proactive ordinances of requiring fire sprinklers in dwellings and other structures greater than 5,000 square feet in size greatly reduces fire department demand, making a safer San Bernardino. Centerra will strongly support the use of installed systems and technology to increase safety factors and reduce operating costs.

12.4 Fire False Alarms

There are a number of possible reasons for false or unintentional alarms with many events traceable to poor system maintenance. It is more cost effective and efficient to address these incidents through prevention and inspections rather than expending the time and resources responding to a false call. False calls impact a department's resources, prevent personnel from responding to actual emergencies, and increase the chance for vehicle accidents. The use of false alarm response fees has been successfully used by other State of California municipalities, not necessarily as a revenue-producing mechanism but to motivate business owners and occupants to properly maintain their fire protection systems. These fees appear to be helping, but have not sufficiently reduced the problem. Fire departments may also address this issue through the use of mandatory maintenance requirements for facilities with a history of false alarms. New codes that require business owners or occupants to provide proof of regular maintenance checks by a qualified technician can be enforced through the issuance of an annual permit.

Coupled with the use of code to enforce alarm maintenance and certification of all fire alarm systems, Centerra recommends establishing a false alarm fee schedule similar to the Police Department. This has proven successful in reducing the number of false alarm responses by the Fire Department.

12.5 Fire Investigations

San Bernardino City Fire maintains a dedicated investigations unit staffed by ten personnel. The unit administration is located in the Fire Prevention Division. A Captain, who reports to the Fire Marshal, supervises the unit. The suppression investigator staff is assigned to Station 222, in the Western portion of the city. This station is designated as the Fire/Arson Investigation Unit station.

The unit leader works a conventional forty-hour workweek. He is the Senior Investigator and the unit leader. This unit leader is responsible for administration, coordination and follow-up research pertaining to all investigations. The Senior Investigator maintains unit protocol, legal updates and schedules unit training activities. The unit leader is also an on-call investigator. There are nine other personnel certified as Investigators. These individuals are suppression personnel who participate in the program as an on-duty assignment. The department works a three-shift schedule and provides three investigators per shift.

The unit is currently assigned two vehicles: a staff sedan and a crew cab utility truck. The unit Administrative Captain utilizes the sedan. The crew truck is located at Station 222 and is equipped with unit and mobile radios, a mobile data terminal and investigative tools and equipment.

At the discretion of the City, unit members could hold Peace Officer status, with weapons qualification. The unit has a Use of Force Officer and holds monthly weapons/self defense training at the city owned Firing Range and/or classroom training at selected sites.

12.6 HazMat Response

The San Bernardino City Fire Department has a Hazardous Materials Response Team specially trained and equipped to handle hazardous materials releases which have adverse effects on lives, the environment, and property within the City of San Bernardino.

Hazardous Materials Response Team

Hazardous Materials personnel, in conjunction with City and County Firefighters, respond to hazardous materials incidents, assist the County District Attorney in the investigation of environmental crimes, and respond to illegal hazardous waste disposal complaints. Releases of hazardous materials and/or waste occur in San Bernardino County on a daily basis. Many of these releases are confined to a small area, do not pose a public health threat, and are easily mitigated by the responsible party.

In San Bernardino County, hazardous material incidents are handled by the San Bernardino County Interagency Response Team, which is composed of Hazardous Materials Specialists from the County and participating City Fire Agencies.

Hazardous material response requires highly trained personnel and expensive, specialized equipment. Initial training for emergency responders can exceed 200 hours of instruction in chemistry, hazard analysis, risk assessment, personal protection and safety, and the use of monitoring equipment. Public Health and Environmental concerns necessitate the presence of educated, trained environmental health professionals. Personnel, training, and equipment costs are considerable. Specially outfitted vehicles can range in cost from \$50,000 to \$250,000 or more. It is cost prohibitive for most jurisdictions to establish their own comprehensive Hazardous Materials Response Team.

In 1984, a regional Hazardous Materials Emergency Response Team was formed in San Bernardino County. The program was started through a joint effort of the San Bernardino County Fire Chiefs Association, The San Bernardino County Department of Environmental Health Services (DEHS), and the County Communications Center. The original team included six Environmental Health Specialists from DEHS and thirty firefighters from 15 fire jurisdictions. The agreement called for vehicles, equipment and training to be provided by DEHS and/or State Grants while the participating fire jurisdictions would make in-kind contributions of personnel. We intend to remain as part of this team.

From 1984 to present, the team has grown to over 100 personnel, all trained to the State Fire Marshal approved Hazardous Material Specialist level, and nineteen equipped response vehicles, three of which were provided in whole or in part by cities or districts. The 12 Environmental Health Specialists on the Team are now employees of the San Bernardino County Fire Department. The Cities of Ontario, Chino, Montclair, Rancho Cucamonga, and Upland have formed a joint powers authority for purposes of enhancing their response capability, but the JPA still participates in the County Interagency Response Team.

It is acknowledged that the County is divided into three geographic regions for the purpose of deploying Hazmat-trained fire service personnel, vehicles and equipment in close proximity to any incident. Dispatch of the San Bernardino County Interagency Hazardous Materials Emergency Response Team is done through the County Communications Center. Private citizens can call complaints into 1.800.33TOXIC. As with all other emergencies, hazmat spills which may endanger life or property should be called into 9-1-1 in addition to legally required notifications.

The San Bernardino City Fire Departments Urban Search and Rescue (USAR) personnel are highly trained in and perform all technical rescues in the City of San Bernardino as well as surrounding areas when requested. It is our intent to maintain Rescue 230, located at Station 10, so that it is available to respond any given day to such emergencies, including:

- Low angle rescue
- Steep angle rescue
- High angle rescue
- Vehicle extrication
- Confined space rescue
- Trench rescue
- Swiftwater Rescue
- Structural collapse search and shoring
- Forcible entry

Of course, it is our intention to maintain the “Rapid Intervention Crew,” a special team that comprises two or more firefighters dedicated solely to search and rescue of other firefighters in distress. Currently, Rescue 230 is rated and typed in the State of California as a “Medium Rescue”. We, like the City, would like Rescue 230 to be typed “Heavy Rescue” in the near future to broaden rescue capabilities.



12.7 Business and Multi-Family Inspections (Company Inspection Program)

Increased efficiency reduces cost, and Centerra is proposing the use of a commercial fire inspection mobile application, miFIRE, as a cost-saving innovation. Edgesoft’s miFIRE is an inspection application designed for use with the iPad. The goal of the application is to simplify workflow by allowing Fire Inspectors to update data and generate reports in the field. The application allows the inspector to review previous inspection details, equipment information, and review fire and building codes while on location.

miFIRE was developed with the help of fire prevention officers and utilizes both web and iPad applications. Each application contains distinct features. For example, the iPad application is designed for use in the field, with the following capabilities:

1. **Disconnected Mode:** Inspectors are able to login and perform the inspection at locations with poor or no internet connectivity.
2. **Search/Search results:** Inspectors have the capability to search based on parameters such as engine number, shift, streets, fire blocks etc. Search results are sort-able and filter-able.
3. **Map view:** Inspections can be viewed as a list or on the map. Inspections can be identified by using the ‘current location’ feature, and the map view has standard maps, aerial and hybrid views.



4. **Business Details/Change of Business:** Information details related to the inspection are available, such as location, previous inspections, and occupant information. A Change of Business can also be recorded and automatically e-mailed to other departments (i.e., business licensing).
5. **Fire Equipment:** The application displays a list of installed fire equipment/systems with pre-configured re-inspection dates.
6. **Violations:** Violations are added during an inspection by selecting from the library.
7. **Photos and attachments:** Inspectors have the capability to capture pictures from the iPad camera and directly attach them to the violation or inspection.
8. **Signature:** Signatures can be obtained from business representatives after the inspection is complete and embedded as a part of the Inspection Report.
9. **Inspection Reports:** The Inspection Report is generated as an Adobe pdf and can be e-mailed, e-faxed or sent to an iPad-compatible printer. Previous inspection reports are stored and available to the inspector in the field.
10. **Layout and Orientation:** The inspections module utilizes an accordion layout, displaying information on one screen with collapsing sections. The application works for iPad Portrait orientation only.



The accompanying web portal allows data to be configured and controlled by the fire department administrator. The web application shares many of the same features of the iPad application to include the search/search results functionality and access to business details, previous inspection reports, equipment and violations. The capabilities that are unique to the web application are the administration and reporting functions, such as:

1. **Violation Library Maintenance:** Administrators can view the violation library and modify the violation text and categories.
2. **Inspection Item and Result Maintenance:** Inspection items and result codes can be added/edited and appear as a dropdown list on the iPad application.
3. **User Permissions:** Administrators have the ability to add and edit users and assign permissions.
4. **Address Maintenance:** Administrators can add and modify street names and address.
5. **Engine and Shift Maintenance/Assignment Report:** Administrators can add and remove engines and shifts. The report provides a list of all businesses assigned to engine and shifts.
6. **Business Information Report:** This report provides details about all the inspected business in the city. The report contains details about both active and inactive businesses.
7. **Completed/Pending/Re-Inspections:** Reports are available which provide details of completed and pending inspections, as well as re-inspections with violations by date range.
8. **Adhoc Reports:** Additional reports can be created and saved on the reports server, and the administrator has the ability to filter and mix various data stored in the database.

The miFIRE application saves time and resources by allowing Fire Inspectors to bill for inspections, take pictures of violations, look up codes, and complete inspections without an internet connection if necessary. Once the inspection is complete, the application generates a report that can be e-mailed or e-faxed straight from the iPad. It is a useful, cost saving, fire inspection tool that provides accurate records and seamlessly integrates with other municipal departments.

12.8 AED-Link

Centerra proposes to subscribe to and utilize AED Link, which is a new lifesaving technology. It enables 911 dispatchers to quickly link automated external defibrillators (AEDs), AED users, and sudden cardiac arrest (SCA) victims. One important fact about the use of AEDs is that *public access AEDs are only used to help an estimated 0.5% of all sudden cardiac arrest victims* - typically only when a device is within 50 feet of the victim's location and clearly visible and marked.

AED location information comes from the Atrus National AED Registry. The National AED Registry is a robust data repository containing information about the presence and location of registered, publicly accessible AEDs.

AED Link provides 911 dispatchers with mission-critical AED location data via a regularly updated geographic information (GIS) map layer. Subscribing agencies can import this information-rich data layer into existing GIS mapping systems, enabling dispatchers to communicate the locations of registered AEDs to callers reporting potential sudden cardiac arrest incidents.

This important community outreach initiative allows the City of San Bernardino's residents and businesses to achieve the following:

- By subscribing to the AED Link system, 911 agencies are able to know the location of nearby AEDs and can increase the effective range of each AED from 50 to 300 feet.
- AED Link-delivered knowledge positions 911 agencies to dramatically increase each AED's coverage area from 8,000 square feet to 283,000 square feet.
- Knowing AED location information enables 911 agencies to help increase the number of times AEDs are used from 0.5% to nearly 20%, a 3,500% increase.

Registering AEDs can help save lives in San Bernardino by letting participating emergency response agencies know where AEDs are located so they can be found and used quickly when needed. Using this online tool also helps comply with state and local AED notification and registration requirements, as well as provide timely email reminders such as when to check AEDs and when batteries and electrodes may need to be replaced.

13. Alternative Delivery and Service-Sharing Options

Centerra will explore alternative delivery options and service-sharing opportunities to improve delivery and efficiency through regional cooperation. As discussed in detail in Section 4 of this proposal, we have provided several options under this category, most significantly, Enhanced EMS Delivery and select Fire Station closure. We firmly feel the use of a light-duty non-transport medical rescue vehicle is the most efficient way to enhance response times, save money, and provide a higher level of patient care. Additionally, the ability to deploy multiple vehicles would enhance response capabilities during natural or man-made disasters.

13.1 Fire Station Reductions / Relocation

Finding #16: “As the GIS analysis shows, the City has a large center area with high incident volumes in-between some fire stations. Other fire stations are too close together. Once an economic recovery can be realized, the City can study several older fire stations for relocation using the more advanced GIS tools that were used in this study to identify more optimal station locations.”

The CityGate Study has recommended closure of two poorly located fire stations with low call volume. Centerra concurs with these findings and recommends closure of Fire Stations 223 and 231 with repositioning of firefighting equipment and firefighter resources to remaining fire stations. In addition, Centerra recommends the City consider closing and/or relocating Fire Stations 225 and 232 based on CityGate Study data. Closing these stations would reduce minimum required firefighting positions and firefighting equipment needs while still meeting fire response times. We would also staff the Airport Fire Station with firefighter resources when activated on a straight-time basis instead of the current overtime basis by either restaging other fire station resources or using Reserve Firefighters. We would also recommend using temporary fire stations and designing new fire stations at more optimal locations further from the City’s edge to optimize response time based on call data and ISO standards.

13.2 Aerial ladder truck service

Finding #6: “Improving ladder truck coverage to the outer areas of the City would require the addition of two ladder trucks or the use of Quints (engine and aerial ladder combined apparatus) instead of engines in Stations 225 and 228.”

Centerra has proposed utilizing “Quints” rather than Trucks. These dual-use vehicles are much more economical to operate, have a positive impact on ISO ratings in the City which will reduce insurance costs, and provide a better level of protection as they are equipped with high-rise ladders. The use of Quints with a three person crew will enhance the base service level in the City of San Bernardino.

As a service provider to the City of San Bernardino, Centerra would follow the direction of the City and course-correct services as necessary. Additionally, Centerra maintains contacts throughout the country whereby the City could acquire a late model refurbished Quint at a greatly reduced price. When you factor in the reduced “wear and tear” factor when you implement an Enhanced EMS, refurbished units will serve the City for 15 to 20 years and help reduce the overall SBFD cost footprint.

13.3 Other Services and Options

Centerra stands ready to provide substantial “value added” services beyond the scope of work to assist our Fire and EMS team and the City of San Bernardino. Having partners in Federal, State and Local Governments, we are proud to offer this valuable reach-back capability to the City. A short description of the services and capabilities follow.

13.3.1 Grant Writing Assistance

In challenging economic times, leveraging grant funding can offset operational costs and assist in lowering capital expenditures. Centerra has substantial in-house experience authoring Federal, State and Local Government grants to support our customers in achieving operational goals by obtaining additional program revenue.

Each year, FEMA makes available a competitive grant program that provides funding directly to fire departments of a State for the purpose of enhancing the department's ability to protect the health and safety of the public and firefighting personnel facing fire and fire-related hazards. Fire Departments can apply for assistance in any one of four program areas: (1) Fire Operations and Firefighter Safety Program, (2) Fire Prevention Programs, (3) Emergency Medical Services Program, and (4) Firefighting Vehicles Program. Centerra has experienced personnel who are familiar with the FEMA grant process, and talented writers who are willing to assist in the process.

13.3.2 Improved Standards of Response Coverage

Finding #5: "The coverage of the Effective Response Force (First Alarm) to serious fires is only adequate in the core of the City and, as such, is inadequate in outer City areas with commercial buildings and/or high wildland fire risks."

Centerra supports the findings of the CityGate Study and their recommendations for Standards of Response Coverage (SORC) for an effective first alarm response force. Inherent to the SORC is the need for a Community Risk Assessment Analysis (CRAA). Centerra will provide the City a comprehensive CRAA within the first year of operation to validate the City's risk posture and address suboptimal coverage in outer City areas with commercial buildings and/or high wildland fire risks. This no-cost value added analysis will provide at a minimum the following benefits:

- **The Community Risk Assessment** – identifies both fire and non-fire risks in each management function and places the risk in a category. Risk categories include:
 - Maximum Fire Risk – Hazards that require the maximum amount of fire protection resources or which could result in the greatest loss of life or property.
 - Special Hazard Fire Risk – Hazards which if destroyed would be a critical or essential economic loss to the community. This could also include cultural, environmental, governmental, or historical loss.
 - Typical Hazard Fire Risk – Those risks most common to the planning area.
 - Remote Hazard Fire Risk – Those risks most distant from other risks as to be almost unique to the planning area.
 - Non Fire-Maximum Hazard Risk – Hazards not involved with fire which require the maximum amount of fire department manpower to control or hazards which could result in the greatest loss of life or property. Example: Mass Casualty Incidents
 - Non Fire-Special Hazard Risk – Hazards not involved with fire that could pose a special fire department manpower requirement, such as major fuel spills.
 - Non Fire-Typical Hazard Risk – Hazards not involved with fire which generally are typical in nature for the management planning area, such as emergency medical calls or vehicle accidents.
 - Non Fire-Remote Hazard Risk – Hazards not involved with fire which present a unique problem with efforts towards rescue, hazardous materials, and EMS services.

These risk factors are used to support the SORC, which consists of three key elements designed to ensure decisions on risk is made with a clear understanding of what can and cannot be accomplished. This information is critical as renovations or expansions of facilities are considered. The three key elements include:

- 1) **Distribution** – Station and resource locations needed to ensure response within designated times
- 2) **Concentration** – Spacing of multiple resources arranged so an initial “effective response force” can arrive on scene within specified time frames.
- 3) **Staffing levels** – numbers of personnel and their task assignments

The completed risk assessment for San Bernardino is developed and managed by the SBFDF with significant Centerra corporate assistance. The risk assessment is provided to all fire companies and is updated annually, or more frequently as required by changing infrastructure. Completion of the SORC ensures the City is fully aware and accepts the associated risks, the planned response posture and the training of fire and emergency service personnel. It additionally ensures compliance with NFPA, OSHA and the State of California, San Bernardino County and City of San Bernardino requirements.

13.3.3 Critical Facility Risk Assessment

Inherent to the Community Risk Assessment is a Critical Facility Risk Assessment (CFRA). This will be completed within the first six months of full operation. This assessment is a critical element of Continuity Planning, which enhances operational capabilities, reduces the potential for down time, accelerates recovery time and mitigates the potential major events. Centerra will assist the City, in cooperation with the San Bernardino Police Department, in the development of CFRA.

The primary purpose of the CFRA is to recognize, analyze, and consider all potential risks and threats to the internal and external environment within San Bernardino that may be impacted by manmade acts or acts of nature. The CFRA verifies and creates the Critical Facility Risk Assessment Report, which includes information, such as: (1) facilities susceptible to weather related events, (2) critical infrastructure failure, (3) Internal/External Security susceptibilities, and (4) local area danger. The Risk Assessment Report helps all stakeholders record extenuating actions that need to be taken to handle these exposures. Each stakeholder is then able to compile a list of recommendations for improvements by distinguishing which threats are mitigated and those threats that are not. Some risk mitigations strategies may be considered eligible by FEMA as potential grant categories. Elements of the CFRA include:

1. Identification of prevention practices being utilized
2. Defines and puts into practice protection to alleviate risks
3. Concludes the overall risk to the facility
4. Provides a basis for policy selections

Once the Critical Facility Risk Assessment is completed, the City can work on mitigation strategies. Combined, the Risk Assessment and Facility Impact Analysis provides the City with the information required to make an informed Continuity Plan.

13.3.4 Eliminate Need for Dual-Certified Firefighter/Paramedic Positions

As identified, Centerra recommends the current practice of using dual-certified Firefighters/Paramedics on each engine and truck be eliminated and replaced with rescue squad teams. The rescue squad teams would be staffed with one paramedic and one EMT non-firefighter certified per unit who respond to ALS call only. This change will help reduce SBFDF labor, training, and equipment costs by approximately \$750,000 annually.

13.3.5 Eliminate or Centralize Separate Fire/EMS Dispatch Service

Finding #12: “Call processing and crew turnout times are too long to 90% of the Fire and EMS incidents. Management focus is needed to bring them into alignment with best practice goals. Doing so could save up to 1:42 minutes/seconds. This would lower citywide performance from 9:36 to 7:18 minutes/seconds without adding any field resources.”

The SBFD currently maintains a separate Fire/EMS Dispatch Service for Fire and EMS 9-1-1 calls. This is an unnecessary duplication of dispatch services with the County’s 9-1-1 dispatch service, the City’s police dispatch services, and AMR resulting in possible response time delays for EMS transport and increases labor costs. We recommend that City investigate: (1) have the County assume this responsibility after additional training and communications equipment is provided to the County or, (2) centralize dispatch services within the City using one Police/Fire-EMS Dispatch Service. Either option would reduce annual SBFD labor and equipment costs.

13.3.6 Evaluate Mutual Aid Agreements/External Commitments

The SBFD currently maintains Mutual Aid Agreements with the County, U.S. Forest Service and other agencies to provide fire services support (i.e., wildland fire suppression). We recommend that continued support of these agreements be evaluated for operational and fiscal needs and that the City explore expanding Mutual Aid Agreements with other agencies and local municipalities to provide emergency support to the City by exploring a “Fee for service” model.

14. Firefighter Safety

Centerra is recognized nationally and internationally for its firefighter safety and health programs. The foundation of our success is a Safety Plan provided to each of our operating locations to establish an environment of Zero Incident Management (ZIM). This approach leads to reduced firefighter injuries and accidents, reduced costs, and increased operational readiness. It has proven highly effective in urban, commercial and complex war zone operating environments. Centerra supports working with our customers and personnel to continually improve safety strategies specific to the mission and mindful of unique site-specific requirements.



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15. Minimized Workforce Interruption

Since our inception, Centerra has managed more than 150 contracts containing Collective Bargaining Agreements (CBAs). Today, through a dedicated Labor Relations Manager, we administer CBAs with 11 different labor unions and 23 locals to include the International Union Security, Police and Fire Professionals of America (SPFPA) Local # 268/704 at the Department of Energy's Strategic Petroleum Reserve located in 3 states along the hurricane prone gulf coast. Centerra's management approach minimizes the potential for labor disputes leading to work stoppage or degradation of service. This is evidenced by the fact we have never missed a customer requirement due to an adverse labor action.

Centerra achieves this level of excellence through a mature labor relation process that quickly identifies and resolves labor conflicts in the best interest of all parties. We achieve this through:

- Maintaining an "Open door" management policy
- Maintaining a dedicated Corporate Director of labor relations
 - This position is directly supported by legal counsel specializing in labor law
- Scheduled Corporate-sponsored labor-management summit meetings
- Mandatory Supervisor training for labor-management understanding
- Regular, formal and informal meetings with the labor force
- Labor-management relationships at both national, regional and site levels
- Early recognition and resolution of potential issues *before* grievance filings
- Full, fair and open representation at grievance hearings



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16. Reserve Firefighter Program

Public agencies statewide are struggling to keep balanced budgets with limited tax dollars, while the cost of providing services increases. Centerra is always looking for more economical ways to deliver the services you expect, while holding the line or even reducing costs. At many of our locations, Centerra utilizes a reserve firefighter program to reduce cost and maximize efficiency, yet still provide the staffing to meet the needs of the community. While not a “volunteer firefighter” program, Reserve Firefighters are fully certified, many times at their own expense, but lack the experience in today’s tough economy to be hired on by a paid fire department.

A San Bernardino Reserve Firefighter is an auxiliary position utilized to augment full-time staffing. Our Reserve Firefighter Program consists of up to 20 trained and committed firefighters. These part-time firefighters primarily respond to emergency call-backs to assist with simultaneous incidents or large incidents requiring additional resources.

Occasionally, certified Reserve Firefighters will work 24-hour shifts to augment daily career firefighter staffing or to staff an engine responding to a mutual aid incident outside of our jurisdiction.

Reserve Firefighters are critical to the department’s success in delivering quality and timely emergency services in San Bernardino. While serving the community, a San Bernardino Reserve Firefighter gains valuable hands-on experience and in-depth training. Some people participate purely as a public service to the community. However, due to the training and experience acquired, many motivated individuals move on to successful careers in the fire service.

The basic requirements of a Reserve Firefighter are:

- At least 18 years of age
- Have a High school diploma or equivalency
- Prove California State Fire Marshal Firefighter 1 certification, or proof of Firefighter 1 certification in process with California State Fire Marshal, or proof of completion of California State Fire Marshal accredited Firefighter 1 academy
- Possess current Fire Responder certification
- Residency within San Bernardino (preferred) or surrounding jurisdictions
- Valid California driver’s license and proof of insurance
- No criminal record



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17. Fire Fleet Maintenance Facilities and Operations

The City currently maintains three separate fleet maintenance facilities (Fire, Police and Public Works) to service its fleet of vehicles, trucks, and other equipment. We commend the City in evaluating the feasibility of either combining these three separate maintenance facilities into a single centralized fleet maintenance operation or contracting the separate segments in order to achieve a cost-savings to further City labor and equipment costs. We have provided a quote for these services in response to this RFP, and provide the below information as testament to our experience in this field as well. We would also, within the scope of our discussions, recommend that this facility be staffed and operated as a 24/7 Commercial facility to provide additional revenue when the facility is not maintaining City vehicles.



Centerra Group, LLC has experience providing customers with exceptional fleet management services for over 30 years. As one of the leading fleet management companies in the nation, our services are founded on time-proven experience, basic mechanic know-how, and state-of-the-art diagnostic capabilities to solve the most perplexing fleet problems. We employ highly trained ASE/EVT certified maintenance technicians and provide continuing training programs to ensure that the most current information, tools and procedures are used to mitigate any automotive repair challenges.

Many of our contracts require preventive maintenance and repair services for various types of emergency vehicles, which are critical to the communities they serve. To consistently provide the highest levels of availability and reliability for this equipment, we currently employ 20 certified Emergency Vehicle Technicians (EVTs). The specialized knowledge and experience that EVT's bring is an essential element in our ability to support our clients in Emergency situations, whether in a central repair facility or a mobile unit in the field.

For the last three decades, we have successfully addressed the challenges related to managing and maintaining fleets under diverse operating environments. Currently Centerra manages more than 26,000 vehicles nationwide, from Federal Government contracts to State, City, Local, and private industrial contracts at a competitive market cost. Regardless of the industry, we pride ourselves on being the right contractor, providing the right solution, and at the best price. Because of this commitment we have earned a reputation for never failing to perform on a contract, offering quality fleet services that include consistently helping our customers identify, evaluate, and mitigate risks at all times. Our portfolio currently includes:

- 18 Federal, state, county, municipal, and commercial vehicle operations and maintenance contracts
- Fleet maintenance and fuel services
- Fleet services call centers and body shops
- Selected as 22nd of the top 100 fleet operations in the U.S.
- One-hundred percent contract completion rate
- 70% of all fleet technicians have ASE Certifications
- Vast experience with Fire/EMS vehicles and equipment

Many of our contracts require preventive maintenance and repair services for various types of emergency vehicles, which are critical to the communities they serve. To consistently provide the highest levels of availability and reliability for this equipment, we utilize certified Emergency Vehicle Technicians (EVTs). The specialized knowledge and experience that EVT's bring is an essential element in our ability to support our clients in Emergency situations, whether in a central repair facility or a mobile unit in the field. The table below details our current contracts for which we maintain Fire/EMS vehicles and equipment.

Contract	Contracting Office	Total Vehicle Count	Fire/EMS			
			Stations	Trucks/ Pumpers	Command	Other Vehicles/ Equipment
Commonwealth of Virginia (DGS)	202 North Ninth St. Ste #209 Richmond, VA 23219 804-371-0932	5,208	N/A	--	--	--
City of Pembroke Pines, FL	13975 Pembroke Rd. Pembroke Pines, FL 33027 954-437-1111	860	1	13	4	16
City of Arlington, TX	1015 W. Main St. Arlington, TX 76013 817-459-5451	682	17	41	7	26
City of Carrollton, TX	1945 E. Jackson Rd. Carrollton, TX 75006 972-466-3008	485	8	13	14	44
Township of Neptune, NJ	25 Neptune Blvd. Neptune, NJ 07753 732-988-5200	336	4	0	3	10
Kershaw County, SC	515 Walnut St. Camden, SC 29020 803-425-1500	200	7	28	1	31
City of Addison, TX	16801 West Groove Addison, TX 75001	180	2	4	5	6
City of Allentown, PA	1825 Grammes Rd. Allentown, PA 18103 610-437-7638	131	6	12	9	20
Township of Hamilton, NJ	6101 Thirteenth St. Mays Landing, NJ 08330 609-625-6311	113	2	16	2	8
City of White Settlement, TX	214 Meadow Park Dr. White Settlement, TX 76108 817-367-1068	102	1	3	4	5

Pricing for the full complement of fleet maintenance for fire vehicles may be found in Section 18 Pricing.

18. Pricing

Centerra presents the following pricing scenarios for the City of San Bernardino's consideration.

Centerra, LLC
City of San Bernardino Fire & EMS
Assumptions and Pricing Considerations

Centerra has included within the proposed price the following items:

Assumptions and Pricing Considerations

Centerra Group, LLC (Centerra) has included the following labor-related items within its proposed pricing options:

Wages & Salaries:

- Straight time, overtime and doubletime in accordance with the State of California labor rules. Fire safety personnel's salaries assumes a 1-on / 1-off work schedule with a Kelly day every
- 2 weeks, for an average annualized workweek of approximately 72 hours.
- Non-shift personnel are scheduled for 40 hours per week with a minimal overtime for non-exempt classified employees.
- Salaries & wages are positioned competitively with the City, County and surrounding locales based on salary surveys of the same or similar jobs.

Statutory Payroll Costs

- Required federal and state taxes are included in the price: FICA, Federal and State Unemployment
- Insurance, and California State Disability.

Required Insurance

- Centerra maintains worker's compensation insurance as required by law. General Liability Insurance is maintained in excess of the RFP mandated minimum of \$5,000,000 combined single limit per occurrence and annual aggregate.

Fringe Benefits:

- ~ Paid Leave to include 12 holidays, vacation, sick leave, bereavement & jury duty.
- ~ Group Insurance package for full time employees to include health, dental, vision, life & ADD, and long term disability. Employee-only premiums are 100% paid by Centerra.
- ~ 401(k) Employer Match
- ~ Performance Bonuses for Key Personnel (Chief level)
- ~ Uniform allowance for fire safety personnel
- ~ Specialty pay for fire personnel certified in HAZMAT, SCBA Tech, Arson Investigation
- ~ Shift differential pay for dispatch personnel (afternoon & overnight shifts)

Centerra has included the following materials, supplies & equipment items in its pricing:

- ~ Uniforms for non fire safety personnel
- ~ PPE / Turnout Gear
- ~ Professional Development, certifications, training materials
- ~ Cell phones for Chiefs, Supervisors, Inspectors, Investigator, Coordinator
- ~ Internet service, cable TV at Stations
- ~ Station maintenance, janitorial
- ~ Small tools & equipment
- ~ Desktop computers & peripherals (1 per station, and for admin & training functions)
- ~ Laptop computers for Chief level personnel
- ~ Kitchen appliance maintenance, small kitchen tools & gadgets, physical fitness equipment, sleeping quarters bedding/linen supplies
- ~ Other Professional Services: medicals, drug testing, background checks
- ~ Other Professional Services: testing of ladders, hoses, pumps, air compressors
- ~ Medical supplies & medical director for oversight
- ~ Education & training
- ~ Department accreditation expense
- ~ Office supplies, copy machine charges, postage, printing charges
- ~ Dues & subscriptions
- ~ Meetings & conferences
- ~ Dump/waste fees
- ~ Electric utilities (based on 13/14 City Budget estimate)
- ~ Performance bond for the first 3 contract years. Should the City desire bonding to continue beyond year 3, the cost would be negotiated at that time.

Fire Fleet maintenance specific costs (other than labor) included in the price are:

- ~ Fuel costs (based on City FY 13/14 budget estimates)
- ~ Equipment maintenance
- ~ Materials & Supplies: not to exceed estimate of \$75,000 included. This amount may need to be adjusted pending inspection of the fire fleet's condition.
- ~ Outside vehicle maintenance (based on City FY 13/14 budget estimates)
- ~ Motor fuel & lubricants
- ~ (1) new Mobile Service Truck, 3/4 Ton
- ~ (14) new Staff vehicles for Chiefs, Inspectors & Investigators on duty, (12 total in other optional service offers). These will be replaced at contract year 5.
- ~ Uniforms, PPE for Mechanics
- ~ EVT Certifications for Mechanics
- ~ Small tools - individually assigned tool kits & general shop tools
- ~ Auto liability insurance

Overhead Costs

- Overhead includes costs for General & Administrative Expense, overhead, profit and contingencies.

Award Fee Sharing:

- A 5% performance award fee is included in the price, which would be shared on a 50-50 basis with the employees, (net of all payroll taxes).

Additional Operational Assumptions:

Mutual Aid

For mutual aid responses greater than 12 hours, the City will allow Centerra to seek reimbursement in accordance with City, County, State or Federal agreements.

Fire Prevention: fee collection offset of costs

Centerra assumes the revenues collected and remitted to the City by the Fire Prevention personnel will offset the cost for this group of personnel. This includes collections for fire permits, plan checks, citations, and inspection fees. We estimate this revenue at around \$1M based on an analysis of the City budget's general fund.

Centerra has *NOT* included the following costs, pending review of current condition/cost/and negotiation:

1. Facilities Maintenance and Lease Cost for Fire Stations
2. Fire fleet apparatus, apparatus' equipment and tools, and specialty vehicles. Centerra assumes the City will maintain ownership and Centerra will operate fire apparatus, trailers and staff vehicles listed in RFP Exhibit 2. This excludes the 12 to 14 replacement staff vehicles & mobile service truck that Centerra will purchase or lease (see previous assumption under "fire fleet maintenance"), to which Centerra will retain ownership.
3. Fire fleet facilities and equipment: Centerra assumes that fleet activities will be performed using the City's existing facilities & equipment at no cost to Centerra.
4. Communication Radios, accessories and FCC license & radio maintenance. Centerra assumes existing handheld and mobile radios, accessories, and the FCC license will be provided for use at no cost to Centerra. Maintenance of the City's radios will be borne by the City (except for damage due to negligence or misuse by Centerra employees).
5. Breathing Air Compressor System and usage is not included in the price, pending review of the current system condition.

Should the City select one of the alternate, optional services offered by Centerra where light duty rescue units or of quintuple combination pumpers are proposed, the purchase of these units will be separately charged to the City.

6. Proposed Ultra High Pressure systems are suggested, but not priced. Should the City desire the use of UHP, this will be separately negotiated.
7. Although certain non-labor purchases consider State and County sales tax, the overall/total firm fixed price to the City does not contain a 'gross receipts' or 'revenue' tax.
8. IT Charges: Centerra assumes the City will provide IT support for any fire/dispatch/fire fleet related IT needs.



Centerra Group, LLC

Bid Submission: 5/20/2015

City of San Bernardino Fire & EM Services

PRICE SUMMARY

BASE OFFER

Cost Element	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
FTEs		145.1	145.1	145.1	145.1	145.1	145.1	145.1	145.1	145.1	145.1	
Personnel Salaries		13,883,230	14,112,200	14,459,555	14,900,995	15,459,033	15,802,019	16,272,482	16,745,920	17,371,366	17,768,252	156,775,051
Payroll Taxes & Insurance		1,927,897	1,958,508	2,002,209	2,057,239	2,106,216	2,148,457	2,202,015	2,256,451	2,325,178	2,373,678	21,357,849
Fringe Benefits		2,422,927	2,526,029	2,642,643	2,771,356	2,914,182	3,048,194	3,197,660	3,354,301	3,528,984	3,695,505	30,101,782
Subtotal		18,234,054	18,596,737	19,104,407	19,729,591	20,479,431	20,998,671	21,672,158	22,356,672	23,225,529	23,837,435	208,234,683
Materials & Equipment		3,059,791	2,202,586	2,139,430	1,899,313	1,939,102	1,979,360	2,021,630	2,064,479	2,108,399	2,125,491	21,539,580
Materials & Equipment (fleet)		617,221	598,021	610,022	622,450	635,320	643,454	655,257	669,554	684,361	699,698	6,435,359
Phase In Costs, capped at:		140,000										140,000
Subtotal, All Costs		22,051,066	21,397,343	21,853,858	22,251,354	23,053,854	23,621,485	24,349,045	25,090,704	26,018,288	26,662,624	236,349,621
Overhead		3,403,907	3,302,995	3,373,465	3,434,825	3,558,702	3,646,325	3,758,634	3,873,120	4,016,307	4,115,769	36,484,050
Award Fee	5.00%	1,146,104	1,112,127	1,135,854	1,156,514	1,198,224	1,227,727	1,265,542	1,304,089	1,352,301	1,385,790	12,284,272
Total		\$ 26,601,078	\$ 25,812,465	\$ 26,363,178	\$ 26,842,693	\$ 27,810,780	\$ 28,495,536	\$ 29,373,221	\$ 30,267,914	\$ 31,386,895	\$ 32,164,183	\$ 285,117,943



Proposed Staffing, Rank and Cost (Labor) of Each Position

5/20/2015

Contract Year 1

Proposed Labor Category & Rank	Staffing (FTE)	Personnel Salaries (1)	401(k)					Proposed Labor		
			Employer Match	Group Insurance	Payroll Taxes (2)	Workers Comp	General Liability	Cost of Each Position (3)	Labor Cost per FTE	
PROPOSAL OPTION: BASE OFFER										
Battalion Chief	6.0	\$ 969,935	\$ 67,895	\$ 60,000	\$ 62,348	\$ 44,030	\$ 9,171	\$ 1,213,380	\$ 202,230	
Captain-Paramedic	34.1	\$ 3,861,379	\$ 270,297	\$ 341,367	\$ 336,061	\$ 169,558	\$ 36,512	\$ 5,015,173	\$ 146,914	
FF Driver Engineer-Paramedic	34.1	\$ 3,310,631	\$ 231,744	\$ 341,367	\$ 291,539	\$ 145,335	\$ 31,304	\$ 4,351,920	\$ 127,485	
Firefighter-Paramedic	34.1	\$ 3,038,583	\$ 212,468	\$ 341,367	\$ 275,835	\$ 133,224	\$ 28,700	\$ 4,030,178	\$ 118,060	
Fire Chief	1.0	\$ 276,724	\$ 19,371	\$ 10,000	\$ 12,060	\$ 18,493	\$ 2,617	\$ 339,265	\$ 339,265	
Deputy Fire Chief	1.0	\$ 192,888	\$ 13,502	\$ 10,000	\$ 10,844	\$ 12,891	\$ 1,824	\$ 241,948	\$ 241,948	
Fire Marshal	1.0	\$ 137,970	\$ 9,658	\$ 10,000	\$ 10,048	\$ 9,221	\$ 1,305	\$ 178,200	\$ 178,200	
Community R.R. Supervisor	1.0	\$ 82,393	\$ 5,768	\$ 10,000	\$ 7,361	\$ 561	\$ 779	\$ 106,861	\$ 106,861	
Fire Prevention Officer	6.0	\$ 395,511	\$ 27,686	\$ 60,000	\$ 36,175	\$ 25,861	\$ 3,740	\$ 548,973	\$ 91,496	
Executive Assistant	1.0	\$ 58,099	\$ 4,067	\$ 10,000	\$ 5,397	\$ 396	\$ 549	\$ 78,508	\$ 78,508	
Sr. Admin. Assistant	4.0	\$ 196,149	\$ 13,730	\$ 40,000	\$ 18,658	\$ 1,336	\$ 1,855	\$ 271,728	\$ 67,932	
Admin Analyst II	1.0	\$ 73,074	\$ 5,115	\$ 10,000	\$ 6,608	\$ 498	\$ 691	\$ 95,985	\$ 95,985	
Sr. Warehouse/Delivery Driver	1.0	\$ 40,168	\$ 2,812	\$ 10,000	\$ 3,948	\$ 4,204	\$ 380	\$ 61,512	\$ 61,512	
Fire Equip. Maint. Supervisor	1.0	\$ 72,088	\$ 5,046	\$ 10,000	\$ 6,528	\$ 7,545	\$ 682	\$ 101,890	\$ 101,890	
Fire Equip. Mechanic II	3.0	\$ 185,416	\$ 12,979	\$ 30,000	\$ 17,090	\$ 19,407	\$ 1,753	\$ 266,646	\$ 88,882	
Fire Equip. Mechanic I	1.0	\$ 57,842	\$ 4,049	\$ 10,000	\$ 5,376	\$ 6,054	\$ 547	\$ 83,868	\$ 83,868	
Sr. Investigator/Captain	1.0	\$ 110,375	\$ 7,726	\$ 10,000	\$ 9,623	\$ 768	\$ 1,044	\$ 139,537	\$ 139,537	
Emergency Med. Svcs Coord.	1.0	\$ 89,205	\$ 6,244	\$ 10,000	\$ 7,912	\$ 607	\$ 843	\$ 114,812	\$ 114,812	
Dispatch Supervisor	3.2	\$ 216,437	\$ 15,151	\$ 31,808	\$ 19,724	\$ 1,461	\$ 2,047	\$ 286,628	\$ 90,111	
Dispatcher II	9.5	\$ 518,362	\$ 36,285	\$ 95,425	\$ 48,587	\$ 3,480	\$ 4,901	\$ 707,041	\$ 74,094	
TOTAL, YEAR 1	145.1	\$ 13,883,230	\$ 971,593	\$ 1,451,334	\$ 1,191,724	\$ 604,930	\$ 131,243	\$ 18,234,054		

Notes:

(1): Personnel salaries include straight time, scheduled overtime & doubletime, and paid leave

(2): Payroll taxes include statutory employer contributions to Social Security, Medicare, Federal & State Unemployment and State Disability

(3): Proposed cost does not include overhead costs nor award fees



Centerra Group, LLC

Bid Submission: 5/20/2015

City of San Bernardino Fire & EM Services

PRICE SUMMARY

OPTION 1

Cost Element	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
FTEs		143.8	143.8	143.8	143.8	143.8	143.8	143.8	143.8	143.8	143.8	
Personnel Salaries		13,152,193	13,366,992	13,696,172	14,112,663	14,639,134	14,961,504	15,405,308	15,852,647	16,444,867	16,819,696	148,451,176
Payroll Taxes & Insurance		1,834,324	1,863,036	1,904,387	1,956,205	2,020,499	2,062,192	2,117,051	2,154,765	2,220,309	2,266,356	20,399,123
Fringe Benefits		2,358,026	2,459,312	2,573,780	2,699,821	2,839,455	2,970,983	3,117,480	3,271,125	3,442,243	3,605,907	29,338,131
Subtotal		17,344,543	17,689,340	18,174,338	18,768,688	19,499,087	19,994,678	20,639,839	21,278,537	22,107,419	22,691,959	198,188,429
Materials & Equipment		3,024,790	2,160,885	2,103,878	1,854,231	1,892,885	1,931,980	1,973,034	2,014,660	2,057,327	2,074,104	21,087,773
Materials & Equipment (fleet)		588,948	572,483	583,591	595,092	607,004	614,144	624,920	638,152	651,856	666,052	6,142,242
Phase In Costs, capped at:		140,000										140,000
Subtotal, All Costs		21,098,281	20,422,708	20,861,807	21,218,011	21,998,976	22,540,803	23,237,792	23,931,348	24,816,602	25,432,115	225,558,444
Overhead		3,256,831	3,152,546	3,220,328	3,275,313	3,395,866	3,479,505	3,587,096	3,694,157	3,830,809	3,925,822	34,818,273
Award Fee	5.00%	1,096,583	1,061,470	1,084,292	1,102,806	1,143,397	1,171,558	1,207,784	1,243,832	1,289,843	1,321,834	11,723,400
Total		\$ 25,451,695	\$ 24,636,725	\$ 25,166,427	\$ 25,596,131	\$ 26,538,239	\$ 27,191,866	\$ 28,032,673	\$ 28,869,337	\$ 29,937,254	\$ 30,679,772	\$272,100,117



Proposed Staffing, Rank and Cost (Labor) of Each Position

5/20/2015

Contract Year 1

Proposed Labor Category & Rank	Staffing (FTE)	Personnel Salaries (1)	401(k)					Proposed Labor		
			Employer Match	Group Insurance	Payroll Taxes (2)	Workers Comp	General Liability	Cost of Each Position (3)	Labor Cost per FTE	
PROPOSAL OPTION: OPTION 1										
Battalion Chief	6.0	\$ 969,935	\$ 67,895	\$ 60,000	\$ 62,348	\$ 44,030	\$ 9,521	\$ 1,213,729	\$ 202,288	
Captain	31.5	\$ 3,437,254	\$ 240,608	\$ 315,108	\$ 299,936	\$ 150,925	\$ 33,740	\$ 4,477,571	\$ 142,096	
Paramedic	5.3	\$ 387,982	\$ 27,159	\$ 52,518	\$ 35,043	\$ 17,022	\$ 3,808	\$ 523,532	\$ 99,686	
EMT	5.3	\$ 328,368	\$ 22,986	\$ 52,518	\$ 30,223	\$ 14,400	\$ 3,223	\$ 451,719	\$ 86,012	
FF Driver Engineer	31.5	\$ 2,898,005	\$ 202,860	\$ 315,108	\$ 256,343	\$ 127,208	\$ 28,447	\$ 3,827,972	\$ 121,481	
Firefighter	31.5	\$ 2,657,859	\$ 185,830	\$ 315,108	\$ 243,219	\$ 116,508	\$ 26,059	\$ 3,544,582	\$ 112,488	
Fire Chief	1.0	\$ 276,724	\$ 19,371	\$ 10,000	\$ 12,060	\$ 18,493	\$ 2,716	\$ 339,365	\$ 339,365	
Deputy Fire Chief	1.0	\$ 192,888	\$ 13,502	\$ 10,000	\$ 10,844	\$ 12,891	\$ 1,893	\$ 242,018	\$ 242,018	
Fire Marshal	1.0	\$ 137,970	\$ 9,658	\$ 10,000	\$ 10,048	\$ 9,221	\$ 1,354	\$ 178,250	\$ 178,250	
Community R.R. Supervisor	1.0	\$ 82,393	\$ 5,768	\$ 10,000	\$ 7,361	\$ 561	\$ 809	\$ 106,891	\$ 106,891	
Fire Prevention Officer	4.0	\$ 263,674	\$ 18,457	\$ 40,000	\$ 24,117	\$ 17,241	\$ 2,588	\$ 366,077	\$ 91,519	
Executive Assistant	1.0	\$ 58,099	\$ 4,067	\$ 10,000	\$ 5,397	\$ 396	\$ 570	\$ 78,529	\$ 78,529	
Sr. Admin. Assistant	2.0	\$ 98,074	\$ 6,865	\$ 20,000	\$ 9,329	\$ 668	\$ 963	\$ 135,899	\$ 67,950	
Admin Analyst II	1.0	\$ 73,074	\$ 5,115	\$ 10,000	\$ 6,608	\$ 498	\$ 717	\$ 96,012	\$ 96,012	
Sr. Warehouse/Delivery Driver	1.0	\$ 40,168	\$ 2,812	\$ 10,000	\$ 3,948	\$ 4,204	\$ 394	\$ 61,526	\$ 61,526	
Fire Equip. Maint. Supervisor	1.0	\$ 72,088	\$ 5,046	\$ 10,000	\$ 6,528	\$ 7,545	\$ 708	\$ 101,916	\$ 101,916	
Fire Equip. Mechanic II	3.0	\$ 185,416	\$ 12,979	\$ 30,000	\$ 17,090	\$ 19,407	\$ 1,820	\$ 266,712	\$ 88,904	
Fire Equip. Mechanic I	1.0	\$ 57,842	\$ 4,049	\$ 10,000	\$ 5,376	\$ 6,054	\$ 568	\$ 83,889	\$ 83,889	
Sr. Investigator/Captain	1.0	\$ 110,375	\$ 7,726	\$ 10,000	\$ 9,623	\$ 768	\$ 1,083	\$ 139,576	\$ 139,576	
Emergency Med. Svcs Coord.	1.0	\$ 89,205	\$ 6,244	\$ 10,000	\$ 7,912	\$ 607	\$ 876	\$ 114,845	\$ 114,845	
Dispatch Supervisor	3.2	\$ 216,437	\$ 15,151	\$ 31,808	\$ 19,724	\$ 1,461	\$ 2,125	\$ 286,706	\$ 90,136	
Dispatcher II	9.5	\$ 518,362	\$ 36,285	\$ 95,425	\$ 48,587	\$ 3,480	\$ 5,088	\$ 707,228	\$ 74,114	
TOTAL, YEAR 1	143.8	\$ 13,152,193	\$ 920,433	\$ 1,437,593	\$ 1,131,665	\$ 573,589	\$ 129,071	\$ 17,344,543		

Notes:

(1): Personnel salaries include straight time, scheduled overtime & doubletime, and paid leave

(2): Payroll taxes include statutory employer contributions to Social Security, Medicare, Federal & State Unemployment and State Disability

(3): Proposed cost does not include overhead costs nor award fees



Centerra Group, LLC
 City of San Bernardino Fire & EM Services
 PRICE SUMMARY

Bid Submission: 5/20/2015

OPTION 2

Cost Element	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
FTEs		123.4	123.4	123.4	123.4	123.4	123.4	123.4	123.4	123.4	123.4	
Personnel Salaries		11,400,855	11,586,847	11,871,763	12,232,483	12,687,820	12,967,182	13,351,297	13,738,050	14,250,240	14,575,389	128,661,926
Payroll Taxes & Insurance		1,605,109	1,630,035	1,665,853	1,710,749	1,766,303	1,802,483	1,849,879	1,883,018	1,939,822	1,979,887	17,833,137
Fringe Benefits		2,031,977	2,119,038	2,217,467	2,325,890	2,445,997	2,559,091	2,685,072	2,817,160	2,964,324	3,105,058	25,271,073
Subtotal		15,037,940	15,335,920	15,755,082	16,269,123	16,900,120	17,328,757	17,886,248	18,438,228	19,154,385	19,660,334	171,766,136
Materials & Equipment		2,713,429	1,950,561	1,888,930	1,634,497	1,668,293	1,702,404	1,738,306	1,774,701	1,812,005	1,825,226	18,708,354
Materials & Equipment (fleet)		514,638	496,339	505,547	515,083	524,957	529,990	538,582	549,552	560,915	572,685	5,308,286
Phase In Costs, capped at:		140,000										140,000
Subtotal, All Costs		18,406,007	17,782,821	18,149,560	18,418,703	19,093,370	19,561,150	20,163,136	20,762,480	21,527,305	22,058,244	195,922,776
Overhead		2,841,239	2,745,041	2,801,652	2,843,198	2,947,343	3,019,552	3,112,477	3,204,995	3,323,057	3,405,015	30,243,570
Award Fee	5.00%	956,652	924,262	943,323	957,312	992,378	1,016,691	1,047,979	1,079,130	1,118,882	1,146,477	10,183,086
Total		\$ 22,203,897	\$ 21,452,124	\$ 21,894,535	\$ 22,219,213	\$ 23,033,091	\$ 23,597,393	\$ 24,323,592	\$ 25,046,605	\$ 25,969,244	\$ 26,609,737	\$ 236,349,433



Proposed Staffing, Rank and Cost (Labor) of Each Position

5/20/2015

Contract Year 1

Proposed Labor Category & Rank	Staffing (FTE)	Personnel Salaries (1)	401(k)					Proposed Labor		
			Employer Match	Group Insurance	Payroll Taxes (2)	Workers Comp	General Liability	Cost of Each Position (3)	Labor Cost per FTE	
PROPOSAL OPTION: OPTION 2										
Battalion Chief	6.0	\$ 969,935	\$ 67,895	\$ 60,000	\$ 62,348	\$ 44,030	\$ 10,540	\$ 1,214,749	\$ 202,458	
Captain	26.3	\$ 2,864,378	\$ 200,506	\$ 262,590	\$ 249,947	\$ 125,771	\$ 31,128	\$ 3,734,320	\$ 142,211	
Paramedic	5.3	\$ 387,982	\$ 27,159	\$ 52,518	\$ 35,043	\$ 17,022	\$ 4,216	\$ 523,940	\$ 99,764	
EMT	5.3	\$ 328,368	\$ 22,986	\$ 52,518	\$ 30,223	\$ 14,400	\$ 3,568	\$ 452,064	\$ 86,078	
FF Driver Engineer	26.3	\$ 2,415,004	\$ 169,050	\$ 262,590	\$ 213,619	\$ 106,007	\$ 26,244	\$ 3,192,515	\$ 121,578	
Firefighter	26.3	\$ 2,215,058	\$ 154,858	\$ 262,590	\$ 203,046	\$ 97,090	\$ 24,041	\$ 2,956,683	\$ 112,597	
Fire Chief	1.0	\$ 276,724	\$ 19,371	\$ 10,000	\$ 12,060	\$ 18,493	\$ 3,007	\$ 339,656	\$ 339,656	
Deputy Fire Chief	1.0	\$ 192,888	\$ 13,502	\$ 10,000	\$ 10,844	\$ 12,891	\$ 2,096	\$ 242,221	\$ 242,221	
Fire Marshal	1.0	\$ 137,970	\$ 9,658	\$ 10,000	\$ 10,048	\$ 9,221	\$ 1,499	\$ 178,395	\$ 178,395	
Community R.R. Supervisor	1.0	\$ 82,393	\$ 5,768	\$ 10,000	\$ 7,361	\$ 561	\$ 895	\$ 106,978	\$ 106,978	
Fire Prevention Officer	4.0	\$ 263,674	\$ 18,457	\$ 40,000	\$ 24,117	\$ 17,241	\$ 2,865	\$ 366,354	\$ 91,589	
Executive Assistant	1.0	\$ 58,099	\$ 4,067	\$ 10,000	\$ 5,397	\$ 396	\$ 631	\$ 78,590	\$ 78,590	
Sr. Admin. Assistant	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Analyst II	1.0	\$ 73,074	\$ 5,115	\$ 10,000	\$ 6,608	\$ 498	\$ 794	\$ 96,088	\$ 96,088	
Sr. Warehouse/Delivery Driver	1.0	\$ 40,168	\$ 2,812	\$ 10,000	\$ 3,948	\$ 4,204	\$ 437	\$ 61,568	\$ 61,568	
Fire Equip. Maint. Supervisor	1.0	\$ 72,088	\$ 5,046	\$ 10,000	\$ 6,528	\$ 7,545	\$ 783	\$ 101,991	\$ 101,991	
Fire Equip. Mechanic II	3.0	\$ 185,416	\$ 12,979	\$ 30,000	\$ 17,090	\$ 19,407	\$ 2,015	\$ 266,907	\$ 88,969	
Fire Equip. Mechanic I	1.0	\$ 57,842	\$ 4,049	\$ 10,000	\$ 5,376	\$ 6,054	\$ 629	\$ 83,950	\$ 83,950	
Sr. Investigator/Captain	1.0	\$ 110,375	\$ 7,726	\$ 10,000	\$ 9,623	\$ 768	\$ 1,199	\$ 139,692	\$ 139,692	
Emergency Med. Svcs Coord.	1.0	\$ 89,205	\$ 6,244	\$ 10,000	\$ 7,912	\$ 607	\$ 969	\$ 114,938	\$ 114,938	
Dispatch Supervisor	2.2	\$ 148,244	\$ 10,377	\$ 21,786	\$ 13,510	\$ 1,001	\$ 1,611	\$ 196,530	\$ 90,207	
Dispatcher II	8.0	\$ 431,968	\$ 30,238	\$ 79,521	\$ 40,490	\$ 2,900	\$ 4,694	\$ 589,810	\$ 74,171	
TOTAL, YEAR 1	123.4	\$ 11,400,855	\$ 797,864	\$ 1,234,113	\$ 975,137	\$ 506,107	\$ 123,864	\$ 15,037,940		

Notes:

(1): Personnel salaries include straight time, scheduled overtime & doubletime, and paid leave

(2): Payroll taxes include statutory employer contributions to Social Security, Medicare, Federal & State Unemployment and State Disability

(3): Proposed cost does not include overhead costs nor award fees



Centerra Group, LLC
 City of San Bernardino Fire & EM Services
 PRICE SUMMARY

Bid Submission: 5/20/2015

OPTION 3

Cost Element	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
FTEs		114.2	114.2	114.2	114.2	114.2	114.2	114.2	114.2	114.2	114.2	
Personnel Salaries		10,251,466	10,418,660	10,675,021	10,998,568	11,408,737	11,659,217	12,004,449	12,352,391	12,813,901	13,104,759	115,687,169
Payroll Taxes & Insurance		1,453,305	1,475,724	1,507,917	1,548,162	1,598,118	1,630,563	1,673,054	1,704,306	1,755,945	1,791,972	16,139,066
Fringe Benefits		1,859,002	1,939,196	2,029,742	2,129,327	2,239,657	2,343,717	2,459,546	2,581,045	2,716,315	2,845,805	23,143,351
Subtotal		13,563,773	13,833,580	14,212,680	14,676,057	15,246,512	15,633,497	16,137,049	16,637,742	17,286,161	17,742,536	154,969,586
Materials & Equipment		2,648,749	1,915,904	1,853,599	1,598,456	1,631,545	1,664,886	1,700,068	1,735,700	1,772,224	1,785,498	18,306,630
Materials & Equipment (fleet)		462,226	450,498	459,760	469,351	479,283	483,973	493,025	504,056	515,481	527,315	4,844,970
Phase In Costs, capped at:		140,000										140,000
Subtotal, All Costs		16,814,748	16,199,982	16,526,040	16,743,865	17,357,340	17,782,357	18,330,141	18,877,498	19,573,867	20,055,349	178,261,186
Overhead		2,595,604	2,500,706	2,551,038	2,584,662	2,679,361	2,744,969	2,829,528	2,914,020	3,021,515	3,095,839	27,517,243
Award Fee	5.00%	873,947	841,994	858,941	870,262	902,148	924,238	952,709	981,158	1,017,352	1,042,377	9,265,125
Total		\$ 20,284,299	\$ 19,542,682	\$ 19,936,018	\$ 20,198,789	\$ 20,938,849	\$ 21,451,564	\$ 22,112,378	\$ 22,772,676	\$ 23,612,733	\$ 24,193,565	\$ 215,043,555



Proposed Staffing, Rank and Cost (Labor) of Each Position

5/20/2015

Contract Year 1

Proposed Labor Category & Rank	Staffing (FTE)	Personnel Salaries (1)	401(k)					Proposed Labor		
			Employer Match	Group Insurance	Payroll Taxes (2)	Workers Comp	General Liability	Cost of Each Position (3)	Labor Cost per FTE	
PROPOSAL OPTION: OPTION 3										
Battalion Chief	6.0	\$ 969,935	\$ 67,895	\$ 60,000	\$ 62,348	\$ 44,030	\$ 11,399	\$ 1,215,607	\$ 202,601	
Captain	21.0	\$ 2,291,503	\$ 160,405	\$ 210,072	\$ 199,957	\$ 100,617	\$ 26,930	\$ 2,989,484	\$ 142,308	
Paramedic	10.5	\$ 775,964	\$ 54,317	\$ 105,036	\$ 70,085	\$ 34,045	\$ 9,119	\$ 1,048,566	\$ 99,829	
EMT	10.5	\$ 656,736	\$ 45,972	\$ 105,036	\$ 60,447	\$ 28,801	\$ 7,718	\$ 904,709	\$ 86,133	
FF Driver Engineer	21.0	\$ 1,932,004	\$ 135,240	\$ 210,072	\$ 170,896	\$ 84,805	\$ 22,705	\$ 2,555,722	\$ 121,659	
Firefighter	21.0	\$ 1,772,607	\$ 123,886	\$ 210,072	\$ 163,601	\$ 77,672	\$ 20,799	\$ 2,368,636	\$ 112,754	
Fire Chief	1.0	\$ 276,724	\$ 19,371	\$ 10,000	\$ 12,060	\$ 18,493	\$ 3,252	\$ 339,900	\$ 339,900	
Deputy Fire Chief	1.0	\$ 192,888	\$ 13,502	\$ 10,000	\$ 10,844	\$ 12,891	\$ 2,267	\$ 242,391	\$ 242,391	
Fire Marshal	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Community R.R. Supervisor	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire Prevention Officer	4.0	\$ 263,674	\$ 18,457	\$ 40,000	\$ 24,117	\$ 17,241	\$ 3,099	\$ 366,588	\$ 91,647	
Executive Assistant	1.0	\$ 58,099	\$ 4,067	\$ 10,000	\$ 5,397	\$ 396	\$ 683	\$ 78,642	\$ 78,642	
Sr. Admin. Assistant	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Analyst II	1.0	\$ 73,074	\$ 5,115	\$ 10,000	\$ 6,608	\$ 498	\$ 859	\$ 96,153	\$ 96,153	
Sr. Warehouse/Delivery Driver	1.0	\$ 40,168	\$ 2,812	\$ 10,000	\$ 3,948	\$ 4,204	\$ 472	\$ 61,604	\$ 61,604	
Fire Equip. Maint. Supervisor	1.0	\$ 72,088	\$ 5,046	\$ 10,000	\$ 6,528	\$ 7,545	\$ 847	\$ 102,055	\$ 102,055	
Fire Equip. Mechanic II	3.0	\$ 185,416	\$ 12,979	\$ 30,000	\$ 17,090	\$ 19,407	\$ 2,179	\$ 267,071	\$ 89,024	
Fire Equip. Mechanic I	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sr. Investigator/Captain	1.0	\$ 110,375	\$ 7,726	\$ 10,000	\$ 9,623	\$ 768	\$ 1,297	\$ 139,790	\$ 139,790	
Emergency Med. Svcs Coord.	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Dispatch Supervisor	2.2	\$ 148,244	\$ 10,377	\$ 21,786	\$ 13,510	\$ 1,001	\$ 1,742	\$ 196,661	\$ 90,267	
Dispatcher II	8.0	\$ 431,968	\$ 30,238	\$ 79,521	\$ 40,490	\$ 2,900	\$ 5,077	\$ 590,193	\$ 74,219	
TOTAL, YEAR 1	114.2	\$ 10,251,466	\$ 717,407	\$ 1,141,595	\$ 877,547	\$ 455,313	\$ 120,445	\$ 13,563,773		

Notes:

(1): Personnel salaries include straight time, scheduled overtime & doubletime, and paid leave

(2): Payroll taxes include statutory employer contributions to Social Security, Medicare, Federal & State Unemployment and State Disability

(3): Proposed cost does not include overhead costs nor award fees



Centerra Group, LLC

Bid Submission: 5/20/2015

City of San Bernardino Fire & EM Services

PRICE SUMMARY

OPTION 4

Cost Element	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
FTEs		112.2	112.2	112.2	112.2	112.2	112.2	112.2	112.2	112.2	112.2	
Personnel Salaries		10,337,989	10,506,610	10,765,120	11,090,743	11,504,816	11,756,809	12,105,468	12,457,305	12,923,029	13,214,649	116,662,539
Payroll Taxes & Insurance		1,457,800	1,480,337	1,512,680	1,553,013	1,603,265	1,635,783	1,678,543	1,710,144	1,762,097	1,798,060	16,191,720
Fringe Benefits		1,845,058	1,924,152	2,013,577	2,111,960	2,221,132	2,323,782	2,438,246	2,558,315	2,692,076	2,819,707	22,948,005
Subtotal		13,640,847	13,911,099	14,291,376	14,755,716	15,329,213	15,716,374	16,222,257	16,725,764	17,377,202	17,832,416	155,802,265
Materials & Equipment		2,644,609	1,913,295	1,850,925	1,595,715	1,628,735	1,661,964	1,697,116	1,732,675	1,769,123	1,782,319	18,276,478
Materials & Equipment (fleet)		446,628	437,802	447,046	456,619	466,532	470,804	480,236	491,248	502,653	514,467	4,714,036
Phase In Costs, capped at:		140,000										140,000
Subtotal, All Costs		16,872,085	16,262,196	16,589,348	16,808,050	17,424,481	17,849,142	18,399,609	18,949,687	19,648,979	20,129,202	178,932,779
Overhead		2,604,455	2,510,310	2,560,810	2,594,570	2,689,726	2,755,278	2,840,251	2,925,164	3,033,110	3,107,239	27,620,914
Award Fee	5.00%	876,927	845,228	862,231	873,598	905,637	927,709	956,320	984,910	1,021,256	1,046,215	9,300,031
Total		\$ 20,353,467	\$ 19,617,733	\$ 20,012,389	\$ 20,276,219	\$ 21,019,844	\$ 21,532,130	\$ 22,196,180	\$ 22,859,761	\$ 23,703,344	\$ 24,282,656	\$ 215,853,724



Proposed Staffing, Rank and Cost (Labor) of Each Position

5/20/2015

Contract Year 1

Proposed Labor Category & Rank	Staffing (FTE)	Personnel Salaries (1)	401(k)					Proposed Labor		
			Employer Match	Group Insurance	Payroll Taxes (2)	Workers Comp	General Liability	Cost of Each Position (3)	Labor Cost per FTE	
PROPOSAL OPTION: OPTION 4										
Battalion Chief	6.0	\$ 969,935	\$ 67,895	\$ 60,000	\$ 62,348	\$ 44,030	\$ 11,328	\$ 1,215,536	\$ 202,589	
Captain	21.0	\$ 2,291,503	\$ 160,405	\$ 210,072	\$ 199,957	\$ 100,617	\$ 26,762	\$ 2,989,316	\$ 142,300	
Paramedic-FF	10.5	\$ 892,165	\$ 62,452	\$ 105,036	\$ 79,479	\$ 39,155	\$ 10,419	\$ 1,188,706	\$ 113,171	
EMT-FF	10.5	\$ 754,781	\$ 52,835	\$ 105,036	\$ 68,373	\$ 33,113	\$ 8,815	\$ 1,022,952	\$ 97,391	
FF Driver Engineer	21.0	\$ 1,932,004	\$ 135,240	\$ 210,072	\$ 170,896	\$ 84,805	\$ 22,563	\$ 2,555,580	\$ 121,653	
Firefighter	21.0	\$ 1,772,607	\$ 123,886	\$ 210,072	\$ 163,601	\$ 77,672	\$ 20,669	\$ 2,368,506	\$ 112,747	
					\$ -					
Fire Chief	1.0	\$ 276,724	\$ 19,371	\$ 10,000	\$ 12,060	\$ 18,493	\$ 3,232	\$ 339,880	\$ 339,880	
Deputy Fire Chief	1.0	\$ 192,888	\$ 13,502	\$ 10,000	\$ 10,844	\$ 12,891	\$ 2,253	\$ 242,377	\$ 242,377	
Fire Marshal	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Community R.R. Supervisor	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire Prevention Officer	3.0	\$ 197,756	\$ 13,843	\$ 30,000	\$ 18,088	\$ 12,930	\$ 2,310	\$ 274,926	\$ 91,642	
Executive Assistant	1.0	\$ 58,099	\$ 4,067	\$ 10,000	\$ 5,397	\$ 396	\$ 679	\$ 78,637	\$ 78,637	
Sr. Admin. Assistant	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Admin Analyst II	1.0	\$ 73,074	\$ 5,115	\$ 10,000	\$ 6,608	\$ 498	\$ 853	\$ 96,148	\$ 96,148	
Sr. Warehouse/Delivery Driver	1.0	\$ 40,168	\$ 2,812	\$ 10,000	\$ 3,948	\$ 4,204	\$ 469	\$ 61,601	\$ 61,601	
Fire Equip. Maint. Supervisor	1.0	\$ 72,088	\$ 5,046	\$ 10,000	\$ 6,528	\$ 7,545	\$ 842	\$ 102,050	\$ 102,050	
Fire Equip. Mechanic II	2.0	\$ 123,611	\$ 8,653	\$ 20,000	\$ 11,393	\$ 12,938	\$ 1,444	\$ 178,039	\$ 89,019	
Fire Equip. Mechanic I	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sr. Investigator/Captain	1.0	\$ 110,375	\$ 7,726	\$ 10,000	\$ 9,623	\$ 768	\$ 1,289	\$ 139,782	\$ 139,782	
Emergency Med. Svcs Coord.	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Dispatch Supervisor	2.2	\$ 148,244	\$ 10,377	\$ 21,786	\$ 13,510	\$ 1,001	\$ 1,731	\$ 196,650	\$ 90,262	
Dispatcher II	8.0	\$ 431,968	\$ 30,238	\$ 79,521	\$ 40,490	\$ 2,900	\$ 5,045	\$ 590,161	\$ 74,215	
TOTAL, YEAR 1	112.2	\$ 10,337,989	\$ 723,463	\$ 1,121,595	\$ 883,141	\$ 453,957	\$ 120,702	\$ 13,640,847		

Notes:

(1): Personnel salaries include straight time, scheduled overtime & doubletime, and paid leave

(2): Payroll taxes include statutory employer contributions to Social Security, Medicare, Federal & State Unemployment and State Disability

(3): Proposed cost does not include overhead costs nor award fees

The following pages have been redacted pursuant to California Public Contract Code § 20101(a) which states in part, "...the questionnaires and financial statements shall not be public records and shall not be open to public inspection..."

