

REQUEST FOR PROPOSAL

Fire & Emergency Medical Services Study

CITY OF HAILEY

CITY OF BELLEVUE

MID-BLAINE COUNTY including the area of

WOOD RIVER FIRE & RESCUE and its service on behalf of

BLAINE COUNTY AMBULANCE DISTRICT

January 25, 2009

Scope of Work

The Cities of Hailey and Bellevue (Cities) and Wood River Fire & Rescue are seeking the services of qualified consultants to evaluate opportunities for regional cooperation, to include consideration of partial or complete consolidation of their Fire and Rescue Services. This evaluation is designed to determine the potential to achieve the following benefits to the jurisdictions:

- Increased efficiency.
- Improved effectiveness.
- Enhanced or expanded service(s).
- Reduced costs.
- Cost avoidance(s).
- Coordination of regional planning.
- Elimination of artificial boundaries.
- Standardization of services and programs.
- Potential reduced ISO rating.
- International Accreditation.
- Impact on future state and federal grant funding.

Fire & EMS Analyses Services are expected to focus on the following:

Analysis of Current Situation

The study will address the following components:

- Conduct a full assessment of cooperating departments with cost/level of service analyses for communities/areas served.
- Identify service needs of each community/area, and cost to local agencies for providing services.
- Make recommendations for improving operations for each agency.
- Identify various applicable operational structures and systems, and their funding options and ramifications.
- Identify opportunities to increase efficiencies of functions (some or all) through use of applicable operational structures and systems.
- Make recommendations for joint operations including transition from current operations to a new system.
- Assess current capital assets and address future purchasing strategies to maximize mutual benefits.
- Identify issues or obstacles which could affect the development of a more cooperative plan.

Historical Data

1. The final report shall briefly trace the development of fire, EMS, and rescue protection efforts of the fire & EMS departments (Career and Volunteer).
2. The report will develop an analysis of present resources available to meet emergency services requirements, including an inventory of both manpower and equipment and its distribution throughout the service areas. Separate audits of each fire & EMS agency shall be provided identifying departmental strengths, weaknesses, differences and then providing recommendations to the management and governing bodies of participating jurisdictions.

The study shall identify areas of duplication, which may include, but not limited to, the following:

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| A. Purchasing. | F. Number and type of apparatus, including |
| B. Supplies. | medic units and other special response units. |
| C. Training/training facilities. | G. Communications and dispatch. |
| D. Operational overlays. | H. Staffing patterns. |
| E. Number and location of stations. | I. Fire Prevention/Public Education |

Future Outlook/Financial Forecast

The report will also give a financial forecast for five years out regarding cost implications for each locality; if each entity were to remain in the present governance and if the agencies were to consolidate.

Issues That Will Be Addressed

1. The demographics of each agency's service area.
2. Potential cost savings/cost avoidance, improved productivity and/or improved customer service and impact on ISO rating and International Fire Service Accreditation.
3. Existing versus future staffing requirements and the effects of consolidation on existing staffing levels.
4. Critical differences in existing policies, procedures, operating practices, and methods for resolving the differences.
5. Differences in current service level standards, methods for integrating service levels, and mechanisms to provide local customization of services within the existing jurisdictions.
6. Critical differences in fire codes and prevention/hazardous materials policies.
7. The impact of a consolidation on any other agencies in service areas that presently receive fire protection from the agencies involved, including the Friedman Memorial Airport at its current and relocated sites.
8. Differences in wage, benefits, and retirement programs and policies (total compensation including all employer costs) including cost implications, personnel policies, and methods for integrating the current compensation policies and benefits of the agencies, including a comparative matrix.
9. The effect of a merger of fire and EMS operations on dispatch fee structures.
10. Procedural requirements to accomplish any potential consolidation/merger, including requisite timelines and impact on existing contractual fire protection agreements.
11. Assessment of options and alternatives of emergency medical service delivery mechanisms.
12. Identification of all existing financial obligations for each jurisdiction (i.e., fire station bonds, workers compensation costs/claims, general liability costs/claims).
13. Differences in rank and classification structure, compensation policies and personnel practices, organizational culture and the development of recommendations for addressing these issues.
14. Differences in operational policies, procedures and practices, and the development of recommendations and training needs for addressing these issues.
15. Assessment of how merger or consolidation of specific services would impact Cities' Fire Department employees volunteering with Wood Rive Rural Fire & Rescue and recommendations to overcome adverse findings.
16. Process to establish the legal and management structure of the newly formed organization, respective agreements and contracts necessary to fully implement any potential consolidation.
17. Data and voice communications differences.
18. Integration of computer systems and technological resources.
19. Recommended solutions for administrative support services such as financial services (payroll, accounting, purchasing), telecommunications and information systems management, fleet maintenance, human resource management, employee relations, and legal services.
20. Assess the impact of a complete merger, or any specific consolidation, on the Fire/EMS system and its personnel.
21. Recommendations for any additional funding sources not already being captured and identify impacts on existing and future funding streams (including grants) based on consolidation or absence thereof.

In general, this effort will provide a realistic recommendation for the resolution of implementation issues and the associated financial implications.

Departmental Evaluations

Objective No. 1: Organization Overview

An overview of the organizations shall be developed outlining:

1. Responsibilities and lines of authority, including the Blaine County Ambulance District Board, WRF&R Board, and participating City Councils.
2. Attributes of successful organizations.
3. Organizational structure and chain of command.
4. History and formation of each fire/EMS agency.
5. General description of each fire/EMS agency.

Objective No. 2: Management Component

Areas to be evaluated include:

1. Mission, vision, strategic planning, goals and objectives.
2. Availability of standard operating guidelines, rules and regulations, policies.
3. Critical issues and challenges of the future.
4. Internal and external communications.
5. Decision making process.
6. Security, document control, reporting and records.

Objective No. 3: Planning For Fire and Emergency Medical Protection

The planning process shall be identified. Key components include:

1. Organizing for the planning process.
2. Review and evaluate the current planning process.
3. Identifying critical issues and analyzing current and future services.
4. Recommendations relative to future planning needs.

Objective No. 4: Personnel Management

The personnel management program shall be reviewed, focusing on:

1. Policies, rules, regulations, and operational guidelines.
2. Compensation and benefits.
3. Reports and records.
4. Disciplinary process.
5. Counseling services.
6. The application and recruitment process.
7. Testing, measuring, and promotions process.
8. Health and safety.

Objective No. 5: Staffing

Review the staffing levels of the agencies. Areas to be considered include:

1. Administration and support staff.
2. Suppression staff.
3. EMS staffing.
4. Responsibilities and activity levels of personnel.
5. Cultural diversity.

Objective No. 6: Capital Improvement Plans

Identify current and future needs relative to the purchase of necessary capital improvement items including:

1. Fire stations, training facilities and other structures.
2. Apparatus.
3. Protective equipment (turnout gear)
4. Support equipment.
5. Methods of financing capital needs.

Objective No. 7: Fire Suppression /EMS Delivery Systems

Review and make recommendations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

1. Fire and rescue station locations.
2. Water supply.
3. Projected community development and growth.
4. Incident control and management.
5. Risk analysis.
6. Traffic patterns, congestion and calming measures.

Objective No. 8: Training Programs

Review and make overall recommendations in critical areas involving training. Items to be reviewed include:

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| 1. General training competency. | 7. Methodology utilized for training. |
| 2. Training administration. | 8. District operations and performance. |
| 3. Training schedule. | 9. Record keeping. |
| 4. Training facilities. | 10. Personnel to be trained. |
| 5. Training program goals and objectives. | 11. Administrative priority. |
| 6. Training procedures manual. | 12. Clerical support. |

Objective No. 9: Fire Prevention Program

Review and make recommendations regarding the overall delivery and effectiveness of current and future fire prevention activities. Areas to be reviewed include:

1. Code enforcement.
2. New construction inspections and involvement.
3. Fire safety/education.
4. Fire investigation.
5. Statistical collection and analysis.

Objective No. 10: Facilities

Tour and make recommendations in areas critical of current station locations and future station considerations. Items to be contained in the report include:

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| 1. Location. | 7. Jurisdiction boundaries. |
| 2. Age, condition, serviceability. | 8. Future service demands |
| 3. Apparatus and equipment needs. | 9. Changing demographics. |
| 4. Traffic pattern. | 10. Viability of volunteers. |
| 5. Street grid networks. | 11. Projected growth and trends. |
| 6. Land use criteria. | |

Objective No. 11: Apparatus and Equipment

Review and make recommendations in areas critical to apparatus and equipment. Items to be contained in the report include:

1. Age, condition, serviceability.
2. Replacement schedule
3. Distribution and deployment.
4. Regulation compliance.
5. Future needs.
6. Recommended additions to facilities, apparatus, and equipment.
7. Recommended reductions to apparatus and equipment.
8. Fire apparatus maintenance

Objective No. 12: Loss Potential

Elements in the communities of significant risk and affecting suppression capabilities will be reviewed, including:

1. Risk analysis, including relationships between personnel, fire flows, equipment, training levels, capabilities, and response time.
2. Construction trends in the communities.
3. The presence or absence of automatic suppression and extinguishment systems.
4. Seismic and natural weather impact.
5. Potential for man-made disaster.

Objective No. 13: Contract Administration

Review and make recommendations relative to contracts with other agencies or non protected properties, including the Friedman Memorial Airport, to include:

1. Availability, strengths, and weaknesses.
2. Compensation (if applicable).
3. Alternatives to the agencies.

Objective No. 14: Plan of Implementation

A plan of implementation shall be developed as a product of the evaluation. This plan shall include:

1. Major projects.
2. Responsible parties.
3. Schedule for completion.
4. Method of evaluating results.

Objective No. 15: Fiscal Analysis

Activity: Review and analyze each department's budget and revenues to project future financial needs:

1. Review budget.
2. Financial controls.
3. Identify financial issues of consideration.
4. Identify possible areas of short and long-term savings and costs.

Proposal Content

Each proposal submitted to this request should contain the following:

1. Understanding of Project:
 - a. Demonstrate an understanding of the project as it relates to the need for professional services.
2. Work Plan & Methodology:
 - a. A description of the work plan to complete the project and the methodology for achieving goals.
3. Staffing Qualifications:
 - a. List the names, qualifications, and experience of the principals and employees or subcontractors who will be involved with the project.
4. Experience:
 - a. Provide a description of previous experience in providing services for similar clients.
 - b. Show fluency with Idaho laws and regulations or experience in a “right-to-work” state.
 - c. Preferred to have experience in prior fire/EMS consolidation studies.
 - d. Must provide a list of references
5. Price:
 - a. A project price structure must accompany the proposal detailing specific amounts for personnel services (salaries and fringes) and operations.
6. Project Timeline:
 - a. Must provide a proposed schedule for carrying out work plan.
7. Evaluation:
 - a. Provide a description of how successful completion of the project will be evaluated and demonstrated.
8. Client/Reference:
 - a. List the last ten customers in the related field within the last ten years.
 - b. Of the last ten customers consulted, list the outcome of the past study verses the general recommendation made by the consultant.
9. Project management
 - a. Identify the project manager, team members, and their qualifications
 - b. The customer retains the right to accept/reject proposed project manger.

Time Requirements

The following is a list of projected key dates relate to this RFP:

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| Request for proposal issued | January 25, 2010 |
| Proposals Due by 5:00 pm MT | February 24, 2010 |
| Review Process Complete | March 31, 2010 |
| Contract Dates by | April 15, 2010 |