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DAVID G. GATES - FIRE CHIEF

TO: MAYOR BLAD & COUNCIL
FROM: GATES, DAVID, FIRE CHIEF
SUBJECT: MASTER PLANNING
DATE: MAY 10, 2018

EXECUTIVE SUMMARY

The Fire Department staff presented to City Council the concept information below and need for Master Planning for the fire department during the March 8, 2018 study session. The Fire Department staff is now seeking final approval to proceed with the project which includes contracting with Emergency Services Consulting International (ESCI), with permission to utilize capital contingency funds in the amount of \$33,644. A Master Plan will provide guidance to ensure that the department is best positioned to meet future demands including those anticipated by the Northgate annexation.

During the Ambulance District Board meeting, held on April 10, 2018, the Master Plan concept was presented to the Bannock County Commissioners. The Commissioners approved utilizing ESCI as a sole source and funding the Ambulance District portion in the amount of \$17,822.

Recommendation

The Fire Department staff recommends contracting with ESCI to conduct Master Planning, as outlined in the Fire Department Master Plan Project Information, with the following options, based on current services, included;

- Task 2-X: HAZMAT Services Support and Response Capability - \$1,500 – Fire only
- Task 2-X: Technical Rescue Services Support and Response Capability - \$1,500 – Fire Only
- Task 2-X: Communications Support Programs (Communications Addition) - \$1,500 – Shared
- Task 4-D: Cost Projections - \$1,500 – Shared
- Task 2-X: Emergency Medical Services Support and System Oversight - \$2,500 – EMS Only

For a total project cost of \$51,465.

The proposed Cost Distribution between the two agencies are as follow:

Pocatello Fire Department:	\$33,644
Bannock County Ambulance District:	\$17,822



MEMORANDUM

TO: Brian C. Blad, Mayor; Members of the City Council
FROM: Rich Diehl, Deputy City Attorney
RE: Service Contract with Emergency Services Consulting International (Fire)
DATE: May 9, 2018

I have reviewed the above-referenced Agreement and it is in order. It is appropriate for the Mayor to sign this Agreement once so authorized by the Council. This Agreement concerns ESCI creating a Long Range Master Plan for the Pocatello Fire Department.

If you have any questions, please feel free to contact me.



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

PERSONAL SERVICES CONTRACT

This agreement made this ____ day of ____ 2018, by and between **Pocatello Fire Department** and **Emergency Services Consulting International** doing business as an Oregon corporation in Wilsonville, Oregon, hereinafter called **ESCI**.

WITNESSETH:

1. For and in consideration of the payment, agreements, and scope of work herein attached as **Attachment A** to be made and performed, Client and **ESCI** hereby agree to commence and complete the consultation, to provide the work described, and comply with the terms of the contract to conduct a **Long Range Master Plan (Project)**.
2. **ESCI** will furnish labor, materials, and other services necessary to complete the **Project** for Client, and Client shall provide to **ESCI** the information, data, and assistance required as specified in the attached scope of work.
3. Fees: The Client shall pay **ESCI** a sum not to exceed **Fifty-One Thousand Four Hundred Sixty-Five Dollars (\$51,465) including expenses**. Client shall pay **ESCI** according to the following schedule:
 - A. 10% due at contract signing
 - B. Monthly payments as work progresses
 - C. Payment shall be made within 30 days of receipt of invoice
4. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
5. The laws of Idaho shall govern this agreement.
6. **ESCI** shall comply with all federal, state, and local laws applicable to the work under this agreement.
7. Termination. Client may terminate this agreement for any reason upon thirty (30) days written notice to **ESCI**. Payment for all work completed and expenses incurred up to the time of termination shall be due immediately upon termination by Client.
8. Amendment. This agreement may be amended by mutual written agreement of all parties.
9. Independent Contractor. **ESCI** is engaged as an independent contractor and will be responsible for any federal or state taxes applicable to the payments under this agreement. **ESCI** is not currently employed by Client and will not be under the direct control of Client. Because **ESCI** is an independent contractor, Client will not be liable for any tax withholding, social security payments, state workers' compensation insurance, unemployment insurance, retirement system payments, or other similar expenses normally payable on behalf of employees of Client.

10. Indemnification. *ESCI* agrees to indemnify, defend, and hold harmless Client and its officers, agents and employees, from and against any and all claims, losses, actions, or judgments for damages or injury to persons or property arising out of or in connection with the acts and/or any performances or activities of *ESCI*, *ESCI's* agents, employees, or representatives under this Agreement.
11. Attorney Fees. If suit, action, or arbitration is brought either directly or indirectly to enforce the terms of this agreement, the prevailing party shall recover, and the losing party hereby agrees to pay, reasonable attorney's fees incurred in such proceeding, in the trial and appellate courts, as well as costs and disbursements as ordered by a court of competent jurisdiction.
12. This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. None of the parties to this agreement have relied upon inducements, concessions, or representations of fact, except as set forth in this agreement.

IN WITNESS WHEREOF, the parties hereto have executed, or caused to be executed by their duly authorized officials, the agreement in two (2) copies, each of which shall be deemed an original, on the first date written above.

Pocatello Fire Department

By: _____ Title: _____ Date: _____
Signature

Emergency Services Consulting International

By: _____ Title: _____ Date: _____
Signature

Bannock County Ambulance District

By: _____ Title: _____ Date: _____
Signature

Scope of Work

Phase I: Project Initiation

Task 1-A: Project Initiation & Development of Work Plan

ESCI will develop a project work plan based on the scope of work and converse with the community's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for the project. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This process will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information

ESCI will request pertinent information and data from the organization's assigned project manager. This data will be used extensively in the analysis and development of the master plan document. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research
- Community Comprehensive Plan documents, including current and future land use information
- Local census and demographics data
- Zoning maps and zoning code
- Financial data, including debt information, long-range financial plans and projections
- Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Local collective bargaining agreement(s), if applicable
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Project Initial Information Collection and Stakeholder Input

The ESCI project team will conduct interviews with and gather information from key personnel including:

- Elected or appointed officials
- Fire department managers and other key staff
- Finance function manager
- Community planning staff
- Human resource function coordinator
- External Fire and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS, if necessary
- Employee and volunteer groups
- Others as they may contribute to this project

The project team will interview key stakeholders of the study organization. At a minimum, members of the project team will interview appropriate community officials, fire department officials, volunteer association leaders, labor organization representatives and others that the project team deems necessary.

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. ESCI will conduct an organizational analysis of the department based on the elements included in the following tasks. The purpose of this evaluation is to assess the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Task 2-A: Organization Overview

An overview of the organization and community will be developed discussing:

- Service area population and demographics
- History, formation, and general description of the fire agency
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 2-B: Management Components

The organization's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues
- Internal assessment of future challenges
- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping
- Information technology systems

Task 2-C: Planning for Fire Protection and Emergency Medical Services

The planning processes within the agency shall be reviewed. Key components will:

- Review and evaluate the adequacy of the current planning process
- Review of tactical planning within the organization
- Examination operational planning within the organization
- Analysis of strategic planning practices
- Review of long range master planning efforts
- Make recommendations relative to future planning process needs

Task 2-D: Capital Assets and Capital Improvement Programs

ESCI will review status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

Facilities – Tour and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

- | | |
|------------------------|--------------------|
| • Design | • Code compliance |
| • Construction | • Staff facilities |
| • Safety | • Efficiency |
| • Environmental issues | • Future viability |

Apparatus / Vehicles - Review and make recommendations regarding inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulations compliance
- Future needs

Task 2-E: Staffing and Personnel Management

ESCI will review the department's staffing levels. Areas to be considered include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Analyze current standard of coverage and staffing performance for incidents
- Review firefighter/EMS staff distribution
- Review utilization of career and volunteer companies (if applicable and in accordance with methodologies recommended in NFPA 1710 and 1720)
- Review responsibilities and activity levels of personnel

Personnel management systems will also be reviewed, focusing on:

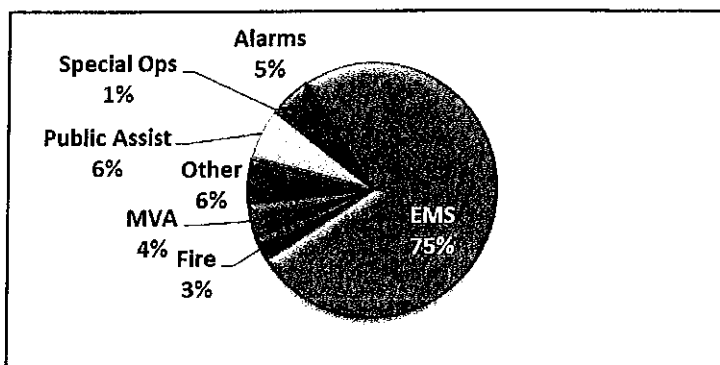
- Human resources policies and handbooks
- Quality and status of job descriptions
- Personnel reports and recordkeeping
- Compensation systems
- Disciplinary processes
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

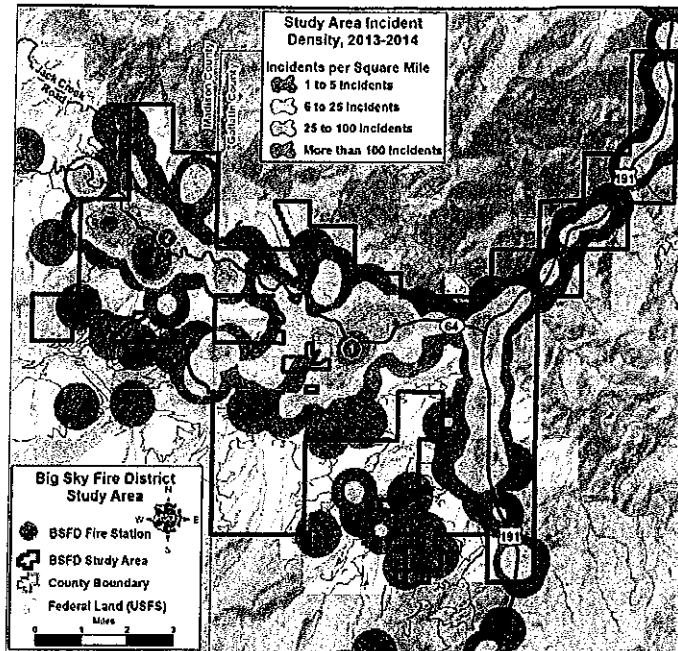
Task 2-F: Service Delivery and Performance

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

- Service Demand Review
 - Analysis and geographic display of current service demand by incident type and temporal variation

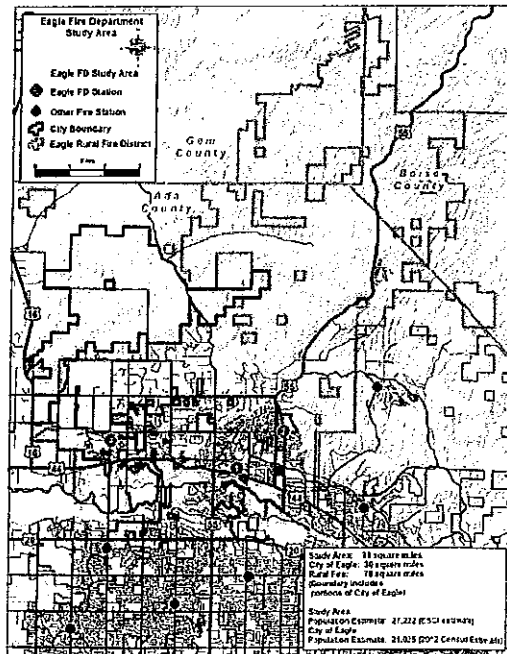
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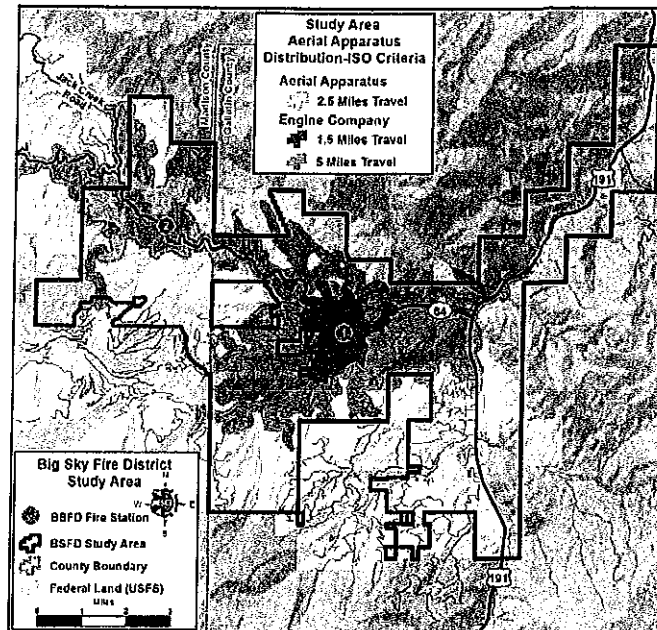




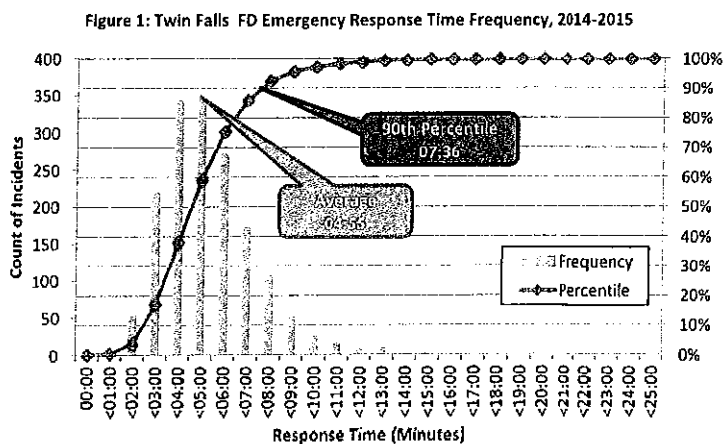
- Resource Distribution Analysis
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies.

Example content:





- Response Performance Summary
 - Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)
 - Emergency response capabilities



Twin Falls FD 90th Percentile Response Performance, City of Twin Falls and Twin Falls RFD

	City of Twin Falls	Twin Falls RFD
Turnout Time	01:56	02:23
Travel Time	05:47	08:55
Response Time	07:10	10:20

- Mutual and automatic aid systems

Task 2-G: Support Programs

ESCI will review and make overall observations involving support programs for the critical areas of training, life safety services, and communications. Items to be reviewed include:

Training

- General training competencies
- Training program goals and objectives
- Training administration
- Training facilities
- Training record keeping

Life Safety Services (Fire Prevention)

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and Life-Safety public education programs
- Fire investigation programs
- Pre-incident planning
- Statistical collection and analysis

Task 2-H: Emergency Medical Services Support and System Oversight

Evaluate the current Emergency Medical Services support and oversight mechanisms to include, but not limited to, the following:

- Review of service level and response capabilities
- Review of current medical control and oversight
- Review of quality assurance/quality improvement mechanisms in place
- System funding, contract services, billing and collections

Task 2-I: HAZMAT Services Support and Response Capability

Evaluate the agencies' capabilities regarding hazardous materials incident responses to include, but not limited to, the following:

- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance in regard to hazardous materials responses

Task 2-J: Technical Rescue Services Support and Response Capability

Evaluate the agencies' capabilities in regard to technical rescue incident responses to include, but not limited to, the following:

- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance in regard to technical rescue responses

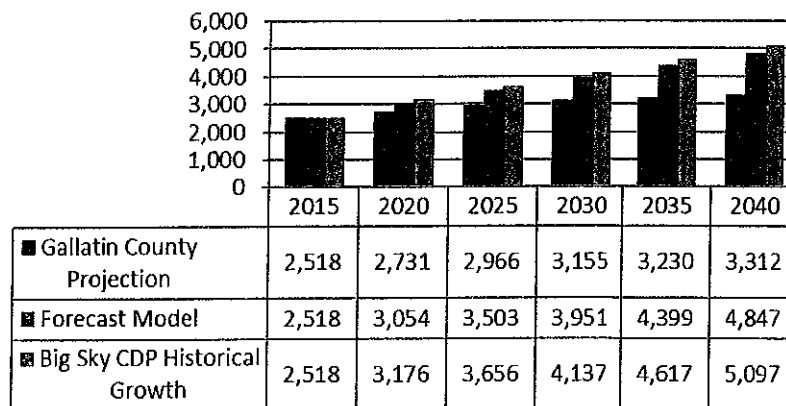
Phase III: Future System Demand Projections

The project moves forward with an assessment of the future community conditions, service demand, and fire protection risks that the organization can be expected to serve. ESCI will conduct an analysis of community growth projections and interpret their impact on emergency service planning and delivery.

Task 3-A: Population Growth Projections

An interpretation of available census and community development data will be provided indicating:

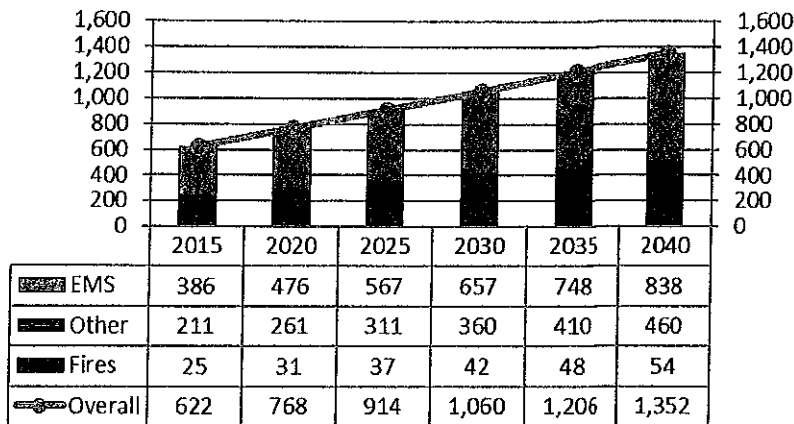
- Population history
- Census-based population growth projections
- Community planning-based population growth projections



Task 3-B: Service Demand Projections

Population growth projections, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

Big Sky FD Forecast Model Projected Service Demand, 2015-2040



Phase IV: Future Delivery System Models

The project concludes with strategies intended to place the organization in a position to successfully serve its future demand and risk. ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

Task 4-A: Short and Mid-Term Strategies

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Training programs
- Prevention programs
- System funding and cost recovery
- Others as appropriate and necessary

Task 4-B: Recommended Long-Term Strategy

ESCI will develop a recommended long-term option for resource deployment that will improve the department's level of service towards the identified performance objectives and targets.

This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocations of existing facilities.
- General locations of future necessary fire stations.
- Apparatus replacement planning

- Deployment of operations personnel.
- Future administrative and support personnel.
- Additional infrastructure or facilities for administration and support programs

Task 4-C: Cost Projections

ESCI will provide general projections of the cost of recommended long-term strategies, specifically related to:

- Facility changes or additions
- Staff changes or additions
- Primary apparatus changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided as one-year projections of additional or reduced expenditures resulting from full implementation of the strategy. Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Phase V: Development, Review, and Delivery of Master Plan Report

Task 5-A: Development and Review of Draft Project Report

ESCI will develop and produce three (3) copies of a draft version of the written report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary

Task 5-B: Delivery and Presentation of Final Master Plan Report

ESCI will complete any necessary revisions of the draft and produce ten (10) publication-quality bound, final versions of the written report. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation

- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)

Optional Sections to Be Added or Substituted

Note: The sections below are offered as options and can be included as needed.

Add on to Task 2-G: Support Programs

Communications

- Alarm systems and communications infrastructure
- PSAP and Dispatch Center capabilities and methods
- Dispatch Center staffing

Task 2-H: Emergency Medical Services Support and System Oversight

Evaluate the current Emergency Medical Services support and oversight mechanisms to include, but not limited to, the following:

- Review of logistical support services
- Review of current medical control and oversight
- Review of quality assurance/quality improvement mechanisms in place
- Review of system integrity with regard to required credentialing

Task 2-I: HAZMAT Services Support and Response Capability

Evaluate the agency's capabilities with regards to hazardous materials incident responses to include, but not limited to, the following:

- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance with regard to hazardous materials responses

Task 2-J: Technical Rescue Services Support and Response Capability

Evaluate the agency's capabilities with regard to technical rescue incident responses to include, but not limited to, the following:

- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance with regard to technical rescue responses