

AGENDA ITEM SUMMARY

DATE: 03/14/2011 DEPARTMENT: Fire/Admin DEPT. HEAD SIGNATURE: HD

SUBJECT: Discussion of ESCI Fire Consolidation Study

AUTHORITY: ID Code _____ IAR _____ City Ordinance/Code _____
(IF APPLICABLE)

BACKGROUND/SUMMARY OF ALTERNATIVES CONSIDERED:

ESCI delivered their fire consolidation feasibility study on January 31, 2011. The following day, the steering committee met with the consultants to discuss the study, and gave direction that the study be amended in two ways:

1. The study should include criteria by which the recommendations were made
2. The study should include cost analyses of the various recommendations.

On February 14, 2011, the Hailey City Council briefly discussed the study, and Mayor Rick Davis was added to Hailey's representatives of the Steering Committee. Some council members remarks were shared with the consultant and the rest of the steering committee.

With this Agenda Summary we have included:

- Staff Memorandum from Heather Dawson with legal analyses included from City Attorney Ned Williamson
- Attachment 1 – Chief Chapman's analyses of contract scope of work items of interest (deficiency) Pg. 227
- Attachment 2 – Chief Chapman's prioritization discussion of the study's recommended action steps. Pg. 229
- Attachment 3 – mid-February email correspondence between Heather Dawson and Lane Wintermute, with ESCI's summary of specific changes in the study drafts between the January 31 and the February 22 versions. Pg. 238
- Attachment 4 – correspondence prior to the January 31 draft from all three jurisdictions, with ESCI's replies and corrections. Pg. 247

Delivered under separate binding – Full printed color copies of the Feb 28th Study (5) for mayor and Hailey city council members

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS:

Budget Line Item # _____	YTD Line Item Balance \$ _____
Estimated Hours Spent to Date: _____	Estimated Completion Date: _____
Staff Contact: _____	Phone # _____
Comments: _____	

ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS: (IF APPLICABLE)

___ City Attorney	___ Clerk / Finance Director	___ Engineer	___ Building
___ Library	___ Planning	___ Fire Dept.	_____
___ Safety Committee	___ P & Z Commission	___ Police	_____
___ Streets	___ Public Works, Parks	___ Mayor	_____

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:

Discuss study and make determination of Hailey's course in terms of study recommendations

FOLLOW-UP REMARKS:*

Heather Dawson

From: Lane Wintermute [lane.wintermute@esci.us]
Sent: Tuesday, February 22, 2011 2:12 PM
To: Heather Dawson; 'James Frehling'
Cc: 'martin goughnour'; 'Rob Strong'
Subject: Final report - revised

Heather and James,

At the link below, you will find your final report. I believe that you will see that we have addressed all of the concerns and questions raised during our last trip in detail.

You already have the errata sheet that details the corrections noted on site. In addition to those changes, a great deal of addition information has been added. The key components, which you will want to bring to the attention of your elected officials are:

The Executive Summary has been revised with language added, summarizing the financial effect of the preferred alternative.

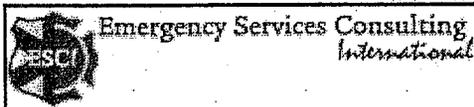
In the Partnership Strategies for Shared Fire Protection Services (Page 215), each strategy now has an expanded financial analysis with detail of actual dollars in addition to the modeled tax rates from the original report. There is also detailed breakdown of capital asset replacement costs, as requested.

In Findings and Recommendations (Page 328) you will find an expanded discussion of the five strategies. There is a table comparing the financial results of all of the strategies side-by-side and in actual dollars. We have detailed modeled first year costs, comparison of the costs in the models to those of the departments continuing to operate as independent agencies, capital and the net cost avoidance. There is also a summary table of services provided to make it clear that current service delivery will not be compromised or reduced. We are confident that this information will fully answer the question posed as to why Strategy C is deemed to be the most advantageous.

With this additional information, it should be readily apparent to your readers why the preferred alternative was selected and what it means, in real dollars, to the organizations. While we consider this to be the final report, we also want to be sure that it fully meets your needs. Please review the changes and additions at your earliest convenience and let me know if you find any problems. I am sending this only to the two of you and will leave it to your discretion as to whether you distribute it further at this point.

Bellevue-Hailey-Wood River Cooperative Efforts Feasibility Study-Final Report

Lane



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MEMORANDUM

To: Mayor Davis and Hailey City Council

From: Heather Dawson, City Administrator

Date: March 8, 2011

Re: ESCI Fire and EMS Study for Hailey, Bellevue, and WRFD –
Hailey City Council Discussion of March 14, 2011

A revised study was distributed by ESCI in late February and is included under separate binding, printed in full color for your convenience.

The steering committee has a new face, and to the best of my knowledge includes:

Bellevue - Councilman Larry Plott, citizen appointee Pat Rainey, and Chief Greg Beaver
Hailey - Mayor Rick Davis, Administrator Heather Dawson, and Chief Mike Chapman
WRFD - Commissioner James Frehling and Chief Bart Lassman
BC Ambulance Board - Commissioner Larry Schoen

The steering committee is scheduled to meet on March 18, 2011 at 1:30 p.m. at Hailey City Hall.

The Wood River Fire Protection District, prior to its receipt of the final study on February 22, adopted a resolution to support a dialogue through which the WRF District will work cooperatively toward creating a vision for Regional Fire Protection, (steps 1- 3, ppg 330 and 331) with the Cities of Hailey and Bellevue.

The ESCI Final Report is based on the premise that if policy makers from interested jurisdictions identify a collaborative vision, the study provides various methods by which the vision can be implemented. Details of implementation need to be worked out among the jurisdictions, because the study writers can't create the vision for us. Their premise is that even the financial details, such as how many paid staff should be used and in what positions, what types of salary ranges, where station placement should occur and how they should be occupied, and how the jurisdictions share their assets should be identified by the jurisdictions rather than the study writers.

Instead of filling in recommended scenarios, the report provides financial information in a comparative format so that current costs of each jurisdiction can be compared to a like scenario in an annexation or new district format. This gives policy makers the ability to identify how various methods will generally affect costs of fire service and costs to taxpayers. Because there is so little financial information within the report, we have asked the report writers for clarification of the following:

1. Benefits – The report shows that WRFD pays health benefits and \$100,000 life insurance policies on its employees and their family members. Is the extra cost of these benefits factored into the annexation/district costs? We estimate that the health benefits alone for Hailey's five employees' families under this scenario would exceed \$30,000 per year.

2. Salaries - We also understand the report to say that higher wages would be paid to current Hailey workers. For example and hypothetically, if Hailey's Chief, who currently makes \$75,000/yr, were named Chief of the new district, his salary would increase to \$95,000. The current WRFD Chief, who now makes \$95,000, would continue to be paid that amount even if he were slotted into the \$80,000/yr Assistant Chief job. How are these salary increases factored when it is unknown as to who will be taking these roles? Different hypothetical configurations of the positions result in vastly different salary costs.
3. Salaries - The schedule of positions are different in some of the various tables. It is not clear as to why 2 Lieutenant positions have been formed in the combined tables and the Senior Engineer position was eliminated. It is also not clear as to why 2 clerical positions would be needed for the combined departments. Wouldn't that be a clear area where economy of scale may save some funding?
4. Minimum Staffing Needs - The Report identifies that under NFPA 1720, minimum staffing levels for a structure fire in an urban area be 15 employees. What is the minimum staffing of combined full-time and ppc employees necessary to generate that 15 member response?
5. Municipal Overhead - In Strategy D - WRFD annexes into Hailey - the municipal overhead cost factor is estimated to increase by 4½ times the approximate \$40,000 current cost. Hailey municipal overhead includes a proportionate cost by each department of the cost of elected officials salaries, some legal and administrative department salaries, and a very modest amount of city engineering support. The 4½ times increase implies practically that Hailey would need to add three full-time positions to our administrative staff and anticipate our legal department billings to increase \$15,000 to \$25,000 for extra legal work incurred by the combined department with its new transport responsibilities. That assumption is not acceptable; there would actually be NO increase in administrative staff at the city level other than some additional legal work. City administrative staff have been cut substantially with the drop in development/building applications, and have turned their attention to grant writing and grant administration. Any additional salary cost of a grant program for a new fire department would be written into the grants themselves and generate their own funding. Any increase in personnel required by an increase in development activity would be covered by a corresponding increase in permit fees. The additional payroll and accounts payable of the larger department would be easily absorbed by our competent clerical staff and integrated financial software. At most, we estimate that 10 hours per month of additional clerical work would be incurred by the payroll/accounts payable staff.
6. Mechanic - Hailey currently assigns various staff to mechanical repair of its fire equipment, including the fire department clerical staff, and fire trucks are sometimes brought into Hailey's maintenance shop and worked on by the street department mechanic. How is fleet maintenance handled in the costs tables of this report? Why is no mechanic identified as a department/district need?
7. Budgets - all the baseline budget tables show Hailey as receiving no non-property tax revenue. In fact, Hailey provided ESCI with reports which show our non-property tax revenue as consisting of significant grant and mutual aid funds, as well as permit fees for fire permits and business licenses. That revenue has driven the tax funded portion of the fire departments from above \$500,000 to approximately \$360,000 in some busy permit and mutual aid years. Although the permits/licenses fees have dwindled in the past two years to an approximate \$11,000 per year, in prior years they were between \$35,000 and 60,000. Some of these fees pay for the review of commercial construction plans for fire prevention (sprinkler systems, etc) and some of the fees pay for general inspection activity of businesses. It will be important in the consideration of an annexation/district to identify whether the activity of plan review and business inspections belongs in an emergency

service response department or in our community development department. The revenue should follow the staffing. Why does this report ignore that revenue entirely?

8. Capital Planning – Although capital replacement costs are identified for apparatus, there is no capital replacement costs identified for the existing stations. How does ESCI suggest capital facilities development and replacement occur under the recommended scenarios?
9. Fire Station Placement – Page 181 of the report calls out the Hailey/WRFD station(s) location on Third Avenue South as being ideal and of sufficient size for the construction of a training facility adjacent to a combined station. The consultants were informed that the site is impeded by the Third Avenue Well, in the vacated street between the two existing buildings, which would require a 50 foot construction setback around it. The report does not address that information, nor does the report offer any advice as to how to fight fires from a station that is under deconstruction/reconstruction activity with no other station within the area. Because this report may be relied upon by future city staff and elected officials, accuracy in matters such as this are appreciated.
10. Capital Reserves – Page 328 calls out that WRFD is the single agency with a capital reserve fund, and the financial tables throughout the report identify no capital funding on Hailey's part for its fire department. In fact, Hailey has instituted a robust capital replacement program over the past 15 years and has replaced its equipment in a manner that results in only one piece of equipment needing replacement at this time. In addition, Hailey has collected and reserved Development Impact Fees which are restricted to replacement of fire equipment and stations. Currently these restricted funds for fire capital amount to \$138,364. At the recommendation of the Development Impact Fee Advisory Committee, we have not budgeted these fees, which continue to accrue, until the City Council has made decisions relative to a fire consolidation study. If not spent by the end of fiscal year 2011-2012 (18 months from now), \$80,000 of these fees will need to be returned to developers.

Items of High Importance

Tiered Response Protocols for Emergency Medical Service. Hailey has become the population hub of the valley in part because we provide first responder assistance to EMS calls within our city limits, and administer valuable aid until such time as transporters arrive on scene. The Summit Apartments for seniors and disabled citizens, located near Hailey's downtown core, provides the primary reason Hailey's call volume is so high in the central part of town. In addition, the 24-unit senior apartment building on north River Street will be completed and occupied within a year. Hailey has provided circuit breaker relief in its utility rate structures to assist elderly residents to remain in their Hailey homes. Under an annexed/district scenario, the City should ensure that its residents continue to receive a high level of tiered response care. If cooperative strategies other than annexation/district are followed, Hailey should pursue getting some subsidy from WRFD for its assistance with tiered response.

Code Review and Inspections. Review and inspections of of day cares, businesses, commercial buildings, fire extinguishers and such have been part of the Hailey Fire Department's Fire Marshall duties and serve an important role in fire prevention. Decrease in fire calls and increase in emergency medical calls have changed the activity of the Hailey Fire Department over the past decade. Our strategy has been to have well-functioning code-enforcement personnel at work who can also respond to emergency calls. Finding the balance between city ownership of this function, compared to a district's ownership of it, and ensuring that we don't have to create redundancy in our Community Development Department because of City responsibilities vis-à-vis an independent fire marshal who doesn't have reporting requirements to the Hailey mayor is an important consideration.

MEMORANDUM

TO: Hailey Mayor and City Council Members

FROM: Ned C. Williamson

DATE: March 14, 2011

RE: Fire Consolidation Study

I have been asked to provide the Mayor and Council Members with an analysis involving two of the potential options discussed in the Cooperative Efforts Feasibility Study. Emergency Services Consulting (ESCI) has suggested that either Hailey or Bellevue, or both Hailey and Bellevue may be annexed into the Wood River Fire District ("District") (see Strategies A, B and C, pp. 216-227)¹ or that the cities of Hailey and Bellevue and the District create a new fire protection district (see Strategy E, pp. 230-233).

I. PROCEDURES

I will first describe the procedures to implement an annexation (Strategies A, B and C) and creation of a new fire protection district (Strategy E).² In addition, I will briefly mention the procedures to dissolve a fire protection district and to withdraw from such a district. In this portion of the memo, I will not make any recommendations as to the best legal or practical strategy. The procedures for annexation into an existing fire protection district and the creation of new fire protection district are described in the Fire Protection District Law, Idaho Code §§ 31-1401 *et seq.* Idaho Code § 31-1429 establishes the procedure for an annexation (Strategies A, B and C), and in pertinent part, provides:

[A]ny area embraced within the limits of any city may, with the consent of the governing boards of such city and the respective fire protection district, expressed by ordinance or resolution, be included within the limits of a fire protection district, when formed, or be subsequently annexed thereto.

I believe Idaho Code § 31-1429 is unclear whether city residents would have to approve of the annexation in an election. On one hand, Idaho Code § 31-1429 does not expressly require an

¹ For the purpose of this memo, I will treat Strategies A, B and C as one option: annexation into the District.

² I am not sure what is proposed for Strategy D. Strategy D contemplates that the District would be annexed into the Hailey Fire Department. But annexation involves the addition of property into an existing tax district. The Hailey Fire Department is a department of the City of Hailey, not a separate taxing district. This strategy may contemplate the formation of a joint powers agreement or contract for services. At this point and with my limited information, I will not address the procedure for Strategy D. I would, however, think it is prudent to discuss the options of a joint powers agreement or contract for services.

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election. But on the other hand, the procedure for annexation described in Idaho Code § 31-1411 normally requires an election. There is no Idaho appellate decision on this question. There is one Attorney General's Opinion which mentions Idaho Code § 31-1429 but that opinion does not address whether an election is required. I have discussed this issue with three local attorneys with varying experience in local government law and received different opinions. I did not have enough time to research this issue. In the event the parties decided to pursue annexation, I would recommend further research.

I would think there are two potential techniques to create a new fire protection district (Strategy E). First, Hailey could petition for the creation of a fire protection district which will require a vote and if successful, the newly created Hailey Fire District could consolidate with the District. See Idaho Code §§31-1402 – 31-1406 and § 31-1413. Consolidation requires the two districts to reach an agreement of consolidation. After a public hearing on the agreement of consolidation, if a petition signed by 25% or more of qualified electors object to the agreement of consolidation, then there must be an election to determine whether there would be a consolidation. See Idaho Code § 31-1413.

Second, the District could be dissolved and then a newly created fire protection district could be formed for Hailey, Bellevue and the former District. See Idaho Code § 31-1434 and Idaho Code §§31-1402 – 31-1406. For there to be a dissolution, a petition signed by at least 25% of real property owners would have to be submitted to the county commissioners who would then conduct a hearing. Regardless whether the county commissioners approved or denied the petition, there would have to be an election to decide whether to dissolve the District. And, then there would have to be a vote to create a new fire protection district. See Idaho Code §§31-1402 – 31-1406.

In the event Hailey wanted to withdraw after an annexation, Idaho Code § 31-1429 provides:

Any area embraced within the limits of a fire protection district, shall, with the consent of the governing boards of such city and fire protection district, expressed by ordinance or resolution, be withdrawn from such fire protection district.

In a consolidation, I believe we could address the conditions of any withdrawal as part of a consolidation agreement. If we created a new fire protection district, the Fire Protection District Law only authorizes a total dissolution of the district (see Idaho Code § 31-1434).

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II. PROPERTY ISSUES

I have also been asked to describe how Hailey's assets, including equipment, land and buildings, could be conveyed or used regardless whether there was an annexation, consolidation or creation of a new fire protection district. Hailey owns the land and building occupied by the Hailey Fire Department on Third Avenue, and the Department's fire fighting equipment.

Idaho Code § 50-301 authorizes the city to convey or lease both real and personal property, while Idaho Code § 50-1409 authorizes the lease of real property upon just and equitable terms. Idaho Code § 31-1417 outlines powers of a fire protection district, including the standard power "[t]o purchase, hold, sell and convey real property, make such contracts, and purchase, hold, sell and dispose of such personal property as may be necessary or convenient for the purposes of this chapter." Idaho Code § 31-1419 also details the right of a fire protection district to hold legal title to property.

I believe we have numerous options for the conveyance or use of Hailey's real property and personal property. For example, we could continue to own the real property as part of an annexation, consolidation or creation of a new district and lease the property to the applicable fire protection district. Similarly, we could lease the personal property, such as equipment, to the applicable fire protection district. In any lease, I would recommend that the fire protection district's right to possess the property be terminated if the City withdrew from the fire protection district. In the alternative, we could convey title to the real property and/or the personal property to the fire protection district. The conveyance could be an unconditional gift or conveyance with consideration. Any conveyance could also be subject to a reversionary clause which would allow title to the property to revert to the City upon the City's withdrawal from the fire protection district.

Hailey Fire Dept.
617 S. Third Street
P.O. Box 1192
Hailey, Idaho 83333



Chief Michael J. Chapman
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E-mail:
mchapman2@cox-internet.com

Memorandum

TO: Heather Dawson
DATE: March 7, 2011
RE: Review of ESCI Contract Deliverables

Hi Heather,

Listed below, I have provided my analysis of the items that have not been completely addressed or not addressed at all. This is a subjective evaluation only and I acknowledge that my understanding of these tasks can mean many things to different people. Please review my opinions and feel free to modify, add to, or subtract from this list to evaluate the completeness of the study.

I have included my "Comments" which identify shortcomings by ESCI, and "Notes" that are shortcomings that are very important, but appear to be beyond the control of ESCI.

Task Section #1 No issues

Task Section #2

2-D Certifications & Licensing

Comment: While agency licensing was addressed, the qualifications and certifications of management personnel was not requested nor addressed.

2-E Operational Staffing levels for fire and EMS Response.

Comment: EMS staffing levels were not identified

2-E Agency Cultural Diversity

Comment: Not addressed

2-G Service Delivery and Performance

NOTE: Call processing times not included. (BC Dispatch was apparently unable to provide this extremely valuable data for analysis.)

Comment: Although ISO Ratings should not always be a determining factor (pg. 172), the potential costs of apparatus response and station placement can have financial impacts totaling millions of dollars in increases insurance premiums and should be considered in cost avoidance analysis.

Task Section #3

3-C Community Risk Analysis

NOTE: The airport property redevelopment was basically ignored in the recommendations due to the lack of information of desired or potential used in the future, during the time of the reports completion.

Task Section #4

4-A Development of Response Standards

Comment: The "Incident Specific staffing levels to meet the critical tasking analysis for identified risks" only included references to Structure fires. All other types of FD responses were not acknowledged.

Comment: Apparatus Assignments to accommodate the anticipated fire flows and other crucial functions of the identified risks" was not addressed

4-B Recommended Long Term Strategy

Comments - The following items were poorly addressed or not addressed at all:

- Selection and deployment of apparatus by type
- Deployment of special units or resources
- Additional infrastructure or facilities for administration and support programs
- Options for emergency medical services delivery

4-C Short-Term and Mid Term Strategies

Comments - The following items were poorly addressed or not addressed at all:

- Staffing and personnel deployment
- Service delivery methods
- System funding and cost recovery

Task Section #5

5-B Options for Shared Service

Comments - The following items were poorly addressed or not addressed at all:

- Guidance
- Fiscal considerations
- Social/Cultural Considerations
- Policy Actions

5-C Fiscal Analysis

Comments - The following items were poorly addressed or not addressed at all:

- Develop projected consolidated budget extending to a minimum of 5 years
- Identify financial issues of consolidation
- Identify impact of career personnel currently volunteering for other agencies and fiscal result of potential changes
- Identify areas of short and long-term savings and costs
- Funding based on: Redirected funds, charitable foundations, and mill levy

5-D Findings, Recommendations and Plan of Implementation

Comments - The following items were poorly addressed or not addressed at all:

- Preferred option (while the preferred option was presented, the reasons why Option #5 was not preferred over Option #3 were not presented.)
- Policy action
- Timelines
- Strategic planning, legal considerations, Management and governance & Funding
- Impacts on extraterritorial service contracts

Task Section #6

No Issues

Hailey Fire Dept.
617 S. Third Street
P.O. Box 1192
Hailey, Idaho 83333



Chief Michael J. Chapman
Office: 208-788-3147
Fax: 208-788-0279
E-mail:
mchapman2@cox-internet.com

Memorandum

TO: Heather Dawson, City Administrator
FROM: Mike Chapman, Fire Chief
DATE: February 10, 2011
RE: ESCI Recommendation Review and Comment

Hi Heather,

Listed below are my comments regarding the recommendations provided by ESCI. The first section is the recommendations listed in chronological order with my reply following only the items that include Hailey. When there is staff time or monetary costs involved with acting on the recommendations I have provided estimates.

In the second section, I have arranged the recommendations in a basic time line in which I would recommend them to be completed. Many of these recommendations are dependant on other recommendations. (i.e. It is difficult to have a classroom for 80+ firefighters, or a single fire station with 8 – 12 apparatus bays, without constructing a new station).

Please feel free to contact me should you need any further explanation.

MC

Section #1

Recommendation 1: (*Hailey Fire Department and Wood River Fire & Rescue*) – An automatic aid agreement for a ladder truck response between the agencies should be re-established as soon as practical. (pg.7)

The existing 2007 Automatic Aid Agreement provides this compliance with this recommendation. Wood River Fire & Rescue withdrew from this agreement on April 12, 2009. A simple letter from the WRF&R Commissioners requesting reinstatement will accomplish this goal.

Est. Cost = 1 hour staff time

Recommendation 2: (*Bellevue Fire Department*) – Implement an annual performance evaluation process for the position of fire chief. (pg.9)

Not Applicable

Recommendation 3: (*All Agencies*) - Establish a written safety program; Develop an OSHA compliant Respiratory Protection Plan. (pg.21)

Idaho municipal fire departments are exempt from OSHA regulations, however with appropriated funds, HFD can collaborate with WRF&R and Bellevue FD to modify our existing Respiratory Protection Plan to meet OSHA Regulations.

Start-up costs estimated at: \$2,900 per department for testing equipment plus 40 Staff hours initial testing

Ongoing costs estimated at: 21 Staff hours per year for ongoing testing and maintenance.

Recommendation 4: (*Bellevue Fire Department*) - Review and revise *Rules and Regulations* to assure that all appropriate content is included; Review existing SOG's and develop additional guidelines, as needed; Take steps to meet Infection Control Program standards; Conduct annual testing of self-contained breathing apparatus and quarterly testing of breathing air. (pg. 21)

Not Applicable

Recommendation 5: (*Hailey Fire Department*) - Link the City Personnel Handbook and the HFD Rules and Guidelines to each other in their text to assure that all members are clear on administrative practices; Add effective, revision, and update information to existing SOG's; Establish an SOG detailing the review and update process. (pg. 21)

Currently in the process of updating. Estimated staff time = 1 hour

Recommendation 6: (*Wood River Fire & Rescue*) - Review and further develop the existing safety policy to include safety committee practices; Review the SOG manual, update as needed and standardize format. (pg. 21)

Not Applicable

Recommendation 7: #7 missing in original document

Not Applicable

Recommendation 8: (*Bellevue Fire Department and Wood River Fire & Rescue*) – Periodically review and update mission statements. (pg. 39)

Not Applicable

Recommendation 9: (*Bellevue Fire Department*) – Initiate regularly scheduled staff meetings with key leadership personnel. (pg. 40)

Not Applicable

Recommendation 10: (*Wood River Fire & Rescue and Bellevue Fire Department*) – Produce an annual report of activities and distribute it to the community. (pg. 41)

Not Applicable

Recommendation 11: (*All Agencies*) – Establish and formalize the decision making process. (pg. 42)

Currently in the process of development. Estimated staff time = 10 staff hours

Recommendation 12: (*Hailey Fire Department*) – Conduct annual hose and ladder testing (pg.45)

Annual hose and ladder testing was cut from the operating budget in 2008. Reinstatement of the program is estimated at \$3,000 per year, and 8 staff hours.

Recommendation 13: (*Bellevue Fire Department and Hailey Fire Department*) – Detail and codify all financial controls and practices. (pg. 47)

Not Applicable

Recommendation 14: (*Bellevue Fire Department*) – Consider a strategic planning process in the future; Plan for future replacement needs for fire stations and equipment; Implement pre-incident planning practices. (pg. 50)

Not Applicable

Recommendation 15: (*Hailey Fire Department*) – Continue annual strategic planning efforts; Place a priority on finding a means by which to fund future capital replacement needs. (pg. 50)

Annual strategic planning is an annual event at the city. Priority funding of annual fire apparatus replacements and of a new fire station estimated costs are:

Perpetual fire apparatus replacement fund = \$65,000 per year

Fire Station construction @ South Woodside, = \$80,000/yr. with 30 year Mortgage.

Recommendation 16: (*Wood River Fire and Rescue*) – Continue efforts to plan for capital replacement and funding of a replacement schedule; Consider strategic planning process in the future. Plan to review and update the existing Master Plan in 2012. (pg. 50)

Not Applicable

Recommendation 17: (*All Agencies*) – Consider implementing a Length of Service Awards Program. (pg. 56)

Cost not immediately available. Anticipated cost \$5,000 – \$10,000+

Recommendation 18: (*Bellevue Fire Department*) – Adopt NFPA Firefighter I as the department's baseline training level. (pg. 57)

Not Applicable

Recommendation 19: (*Bellevue Fire Department*) – Establish a disciplinary policy and grievance process. (pg. 58)

Not Applicable

Recommendation 20: (*Wood River Fire & Rescue and Bellevue Fire Department*) – Implement an Employee Assistance Program. (pg. 59)

Not Applicable

Recommendation 21: (*Bellevue Fire Department*) – Implement the use of an CPAT or similar physical assessment process for new hires; Establish a program of annual competency testing and skills assessment; Structure a promotional process; Set employee medical standards and conduct periodic medical examinations. (pg. 61)

Not Applicable

Recommendation 22: (*Hailey Fire Department*) – Implement the use of a CPAT, or similar, physical assessment process for new hires; Establish a structured process of ability assessment for promotional candidates; Set employee medical standards and conduct periodic medical examinations. (pg. 62)

Implementing Candidate Physical Agility Testing (CPAT) is a goal for the fire department and we currently implement portions of the testing, however the medical testing can get expensive with recruit turnover. These funds are currently unavailable in our existing budget.

Estimated annual cost for full CPAT compliance:

Cost for medical exams, and other related costs = \$1,000 per year

Total staff time to participate/administer = 125 hours

Recommendation 23: (*All Agencies*) – Develop a health and wellness program. (pg. 63)

HFD currently has an informal Health and wellness program, with access to limited amounts of weights and aerobic equipment, and are allowed up to 45 minutes of physical training time per day while on duty. Currently our budget does not allow for any formal program or professional instructors. Employee participation is voluntary at this time.

Estimated cost for professional Health & Wellness Program = approx. \$1,350/yr

Estimated Staff time to administer and participate In a mandated H&W program. = 750 Hours/Yr

Recommendation 24: (*Wood River Fire & Rescue*) – Establish the full-time position of fire marshal. (PG. 73)

Not Applicable

Recommendation 25: (*Bellevue Fire Department*) – Replace the fire station with a facility with adequate space for fire apparatus, meeting room, and offices. (pg. 81)

Not Applicable

Recommendation 26: (Hailey Fire Department) – Plan to replace the fire station with a facility with adequate space for fire apparatus, meeting room, and offices. (pg. 81)

The City of Hailey has a currently approved fire station, ready for construction. The construction is on hold pending funding. (See Rec. #15 above) *(approval is by Hailey D&R)*

Recommendation 27: (Bellevue Fire Department) – Replace one fire engine and consider replacing both. (pg. 83)

Not Applicable

Recommendation 28: (Hailey Fire Department) – Replace Hailey Engine #3

Engine 3 was scheduled to be replaced in 2008. Funding was reduced in the 2007-8 budget, and eliminated in the 2008-9 budget. (pg. 83)

Estimated minimum cost to replace this engine = \$325,000 (\$65,000 per year, in perpetuity)

Estimated staff time to develop spec's, inspections and outfitting of the engine = 325+ hours

Recommendation 29: (Wood River Fire & Rescue) – Remove water tender 72 fro service when the replacement is received. (pg. 83)

Not Applicable

Recommendation 30: (Bellevue Fire Dept.) – Collect and record turnout time statistics (pg. 117)

Not Applicable

Recommendation 31: (Hailey Fire Dept.) – Collect and record turnout time statistics (pg. 121)

Turnout times are recorded and obtained by the Blaine County Dispatch Center. The availability of these times is totally dependant on the dispatch center to obtain record and provide to our department.

Recommendation 32: (Hailey Fire Dept. & Wood River Fire & Rescue) – Establish EMS response protocols to address the number and response level of first responder transport units. (pg. 132)

Clarification needed as neither department responds with "First Responder Transport Units"

Cost estimates: Unable to estimate at this time

Recommendation 33: (Wood River Fire & Rescue) – Establish Minimum attendance times for personnel to quality assurance meetings (pg. 134)

Not Applicable

Recommendation 34: (All Agencies) Appoint a single training officer to coordinate training activities for all agencies. (pg. 138)

Pending Mayor/City Council direction.

Cost estimates: Unable to estimate at this time.

Recommendation 35: (All Agencies) Schedule weekly fire department training on the same night of the week to accommodate joint exercises. (pg. 139)

HFD & BFD currently coordinate with WRF&R for periodic joint training. We have been unable to identify a suitable classroom that can accommodate the combined personnel of all three departments. The maximum classroom available accommodates only 35 firefighters comfortably. While other classrooms are potentially available (i.e. community campus), the nature of fire and EMS training and the locations and costs associated make this option unfeasible until a new fire station with classroom facilities is developed.

Recommendation 36: (All Agencies) Develop a cooperative training site shared by all three departments.

The Hailey Volunteer Firefighter's Association has recently approved some funding to initiate the development of a "temporary" training facility at the Friedman Memorial Airport. An offer to all other departments in the county has been made for additional funding and development of this temporary facility.

Recommendation 37: (Bellevue Fire Department & Hailey Fire Department) – Develop defined training program goals and objectives. (pg. 140)

Hailey has adopted the IFSAC Firefighter I & II standards for all new firefighters. We also have adopted nationally recognized programs for all other targeted training topics taught by certified instructors. These programs are constantly reviewed and revised for effectiveness and currency.

Bellevue Fire Department has an open invitation to attend our trainings, but does not yet have the same minimum requirements for its personnel.

Recommendation 38: (All Agencies) Review the required number of annual hours of training to assure adequacy of skills maintenance. (pg. 142)

Over the past 30 years the fire service has transformed from an entity that only put out structure fires, to that of an "All Hazard Emergency Response Agency." Our mission now includes, but is not limited to: Structure fire, Wildland Fire EMS, Vehicle Extrication, Airport Fire and Rescue, Swiftwater Rescue Confined Space Rescue, High Angle Rescue, Animal Rescue, Salvage Operations, Public Fire Education, CPR, Bike Safety, Fire Protection plan review for new construction, Periodic fire safety inspections of all businesses, just to name a few.

Our full time personnel devote at least 25% (500+ hours) of their annual work time to training. Our Volunteers devote over 90% of their time to training. Despite this level of commitment, it is impossible to meet all of the training requirements to become experts in all areas. We rely on our personnel to specialize in a few areas in this manner, we can mitigate most any incident that may arise.

Quite frankly, there is no more time to make available for training without reducing training to other areas. Any changes would affect the current level of service that we provide to our citizens, and thus, is a change of the "level of service" that we provide and would require the Mayor and/or councils approval.

Recommendation 39: (Bellevue Fire Department) –Establish minimum training requirements for entry level firefighters, (pg. 142)

Not Applicable

Recommendation 40: (Hailey Fire Department) Develop a partnership with WRF&R for training of entry level firefighters. (pg. 142)

In September of 2010, Chief Chapman and WR Fire instructor Mike Huntsman discussed the need to cooperatively conduct a joint Firefighter I Course in 2011-12. The same basic style, length, and scope of the course are envisioned by both agencies. Budget shortfalls have prevented HFD from participating in 2010-11.

Recommendation 41: (All Agencies) Establish a records management system that is a shared effort between the three organizations. (pg. 143)

Pending Mayor/City Council direction.

Cost estimates: Unable to estimate at this time.

Recommendation 42: (Bellevue Fire Department) Establish a sign-off requirement for all new construction plan reviews. (pg. 148)

Not Applicable

Recommendation 43: (Bellevue & Hailey Fire Departments) Adopt a schedule for frequency of inspections based on risk. (pg.150)

HFD currently has a schedule based on districts, and target hazards. Due to staff workloads and reductions, this schedule has been impossible to maintain. Several options are available to refine and improve this schedule based on the direction the Mayor/City Council prefers.

Cost estimates: Unable to estimate at this time.

Section #2

Recommendations that have been completed:

Recommendation 26: (Hailey Fire Department) – Plan to replace the fire station with a facility with adequate space for fire apparatus, meeting room, and offices. (pg. 81)

Recommendation 15: (Hailey Fire Department) – Continue annual strategic planning efforts; Place a priority on finding a means by which to fund future capital replacement needs. (pg. 50)

Recommendation 31: (Hailey Fire Department) – Collect and record turnout time statistics (pg. 121)

Recommendation 38: (All Agencies) Review the required number of annual hours of training to assure adequacy of skills maintenance. (pg. 142)

Recommendation 37: (Bellevue Fire Department & Hailey Fire Department) – Develop defined training program goals and objectives. (pg. 140)

Recommendations that can be completed with little or no cost in a short period of time:

Recommendation 40: (Hailey Fire Department) Develop a partnership with WRF&R for training of entry level firefighters. (pg. 142)

Recommendation 5: (Hailey Fire Department) - Link the City Personnel Handbook and the HFD Rules and Guidelines to each other in their text to assure that all members are clear on administrative practices; Add effective, revision, and update information to existing SOG's; Establish an SOG detailing the review and update process. (pg. 21)

Recommendation 11: (All Agencies) – Establish and formalize the decision making process. (pg. 42)

Recommendation 1: (Hailey Fire Department and Wood River Fire & Rescue) – An automatic aid agreement for ladder truck response between the agencies should be re-established as soon as practical. (pg.7)

Recommendation 32: (Hailey Fire Department & Wood River Fire & Rescue) – Establish EMS response protocols to address the number and response level of first responder transport units. (pg. 132)

Recommendations that rely on additional budget appropriations prior to implementation.

Recommendation 43: (Bellevue & Hailey Fire Departments) Adopt a schedule for frequency of inspections based on risk. (pg. 150)

Recommendation 12: (*Hailey Fire Department*) – Conduct annual hose and ladder testing. (pg. 45)

Recommendation 3: (*All Agencies*) - Establish a written safety program; Develop an OSHA compliant Respiratory Protection Plan. (pg.21)

Recommendation 17: (*All Agencies*) – Consider implementing a Length of Service Awards Program. (pg. 56)

Recommendation 28: (Hailey Fire Department) –Replace Hailey Engine #3

Recommendation 23: (*All Agencies*) – Develop a health and wellness program. (pg. 63)

Recommendation 22: (*Hailey Fire Department*) – Implement the use of a CPAT, or similar, physical assessment process for new hires; Establish a structured process of ability assessment for promotional candidates; Set employee medical standards and conduct periodic medical examinations. (pg. 62)

Recommendations that depend on a decision to pursue functional or total consolidation, and budget appropriations, prior to implementation:

Recommendation 34: (All Agencies) Appoint a single training officer to coordinate training activities for all agencies. (pg. 138)

Recommendation 41: (All Agencies) Establish a records management system that is a shared effort between the three organizations. (pg. 143)

Recommendation 35: (All Agencies) Schedule weekly fire department training on the same night of the week to accommodate joint exercises. (pg. 139)

Recommendation 36: (All Agencies) Develop a cooperative training site shared by all three departments.

From: Heather Dawson
Sent: Wednesday, February 16, 2011 3:46 PM
To: 'Lane Wintermute'; 'James Frehling'; 'Tom Blanchard'
Cc: Mike Chapman; Bart Lassman; bfdchief@bellevueidaho.us
Subject: RE: Update from ESCI

Hi Lane-

Local jurisdictions have begun to discuss the preliminary report, as you can see by today's Mountain Express Article regarding Bellevue. (I am unaware as to whether the article is accurate or not).

The Hailey City Council also discussed the preliminary report this past Monday, during which they were informed that delivery of a final report is expected soon but that a March 7 joint meeting is NOT expected, because individual jurisdictions will need to discuss the revised report prior to any further joint meetings being scheduled. Hearing that, members of the Hailey City Council specifically stated the following:

1. Consolidation is deemed useful only if it does NOT decrease Hailey's existing service or increase Hailey taxpayer's costs for the same service. This councilmember was unwilling to discuss the study report until it answers these two questions, which it did not do in its January 31 version.
2. Consolidation discussions are unable to be carried out without knowing what the capital costs will be and how each entity will bear them. The study, in its January 31 version, does not address either of those elements.

The council summarized that they were unwilling to further discuss the report until these elements are clear. I trust that your next draft will contain these elements.

Heather Dawson
Hailey City Administrator

115 South Main Street
Hailey, ID 83333
208-788-4221 ext 18

From: Lane Wintermute [mailto:lane.wintermute@esci.us]
Sent: Friday, February 18, 2011 11:39 AM
To: Heather Dawson; 'James Frehling External'; 'Tom Blanchard'
Cc: Mike Chapman; 'Bart Lassman External'; 'Greg Beaver External'
Subject: RE: Update from ESCI

Heather et al,

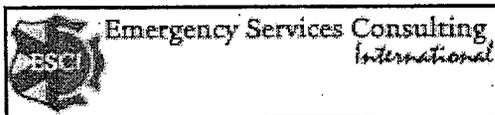
Thank you for your email from Wednesday. We fully understand the concerns that you have expressed on behalf of your council and are making sure that we address them completely and clearly.

An update on our status for you: Over the past several days, Martin and I have both been reviewing and revising your report to address everything that we have discussed. As of this morning, Martin is going back through all of the calculations on each of the strategies to verify that they are correct. Secondly, for each strategy we have added specific dollar amounts for the cost, forecast cost and cost avoidance forward for a ten-year projection period, capital requirements, and capital cost forecasts. A summary table in the recommendations spells out why, in our opinion, some strategies are more achievable than others. I think that you will find that it is very understandable and that the best options become clearly apparent.

I am attaching an errata sheet that details the changes that have been made to the original report, subject to our conversations on site during the final presentation. The changes on the sheet are ONLY those and do not include the additional modifications and clarifications that Martin has added, as explained above.

I expect that we will complete the final revisions today and we will get them sent to you as soon as possible.

Thanks again,
Lane



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Errata Sheet

City of Bellevue, City of Hailey, Wood River Fire & Rescue, Idaho Cooperative Efforts Feasibility Study

Note: Bold font indicates revised language as modified in the final report copy. Original verbiage is in non-bolded text.

Page 8: The City of Hailey a five-member City Council is in place; one member serving as mayor, having been elected to the position by the balance of the city council.

Revision: The City of Hailey is also served by a mayor/council form of government, consisting of four city council members and an independently elected mayor.

Page 22: The flow of responsibility and authority is clear in this chart. Given the smaller size of the organization, there are no concerns regarding span of control.

Revision: The chart clearly reflects the flow of responsibility and authority in the organization. Given the smaller size of the organization, there are no concerns regarding span of control.

Page 23: HFD Organizational Chart updated

Page 30: Figure 17 read as follows:

Figure 1: Summary Table of Fees for Service

Bellevue	Hailey	Wood River Fire & Rescue
Fees for Service		
Yes	Yes	Yes
Billing for Fire Response		
No	Yes	Yes
Fire and Life Safety Inspection Fee		
Yes, just began the process	Yes	Yes
Fee for Hazardous Materials		
No	Yes	Yes
Airport/Port Fees		
No	Receive up to \$4,000 of airport funds for equipment or training	No
Event Stand-by Charge		
No	Yes, \$30 per hour per firefighter and \$125 for apparatus	Yes, federal reimbursement rate
Recovery Outside of City		
Yes, deployment wildland (local is mutual for four hours and will go to one operational period) Cost share for outside the area with mutual response agencies	Yes, deployment wildland (local is mutual for four hours and will go to one operational period) Cost share for outside the area with mutual response agencies	Yes, deployment wildland (local is mutual for four hours and will go to one operational period) Cost share for outside the area with mutual response agencies

Revision:

Figure 2: Summary Table of Fees for Service

Bellevue	Hailey	Wood River Fire & Rescue
Fees for Service		
Yes	Yes	Yes
Billing for Fire Response		
No	Yes	Yes
Fire and Life Safety Inspection Fee		
Yes	Yes	Yes
Fee for Hazardous Materials		
Yes	Yes	Yes
Airport/Port Fees		
No	Receive up to \$4,000 of airport funds for equipment or training	No
Event Stand-by Charge		
\$200/hour fire apparatus standby fee	Yes, \$30 per hour per firefighter and \$125 for apparatus	Yes, federal reimbursement rate
Recovery Outside of City		
Yes, deployment wildland (local is mutual for four hours and will go to one operational period) Cost share for outside the area with mutual response agencies	Yes, deployment wildland (local is mutual for four hours and will go to one operational period) Cost share for outside the area with mutual response agencies	Yes, deployment wildland (local is mutual for four hours and will go to one operational period) Cost share for outside the area with mutual response agencies

Page 30: The following table, Figure 18 was added:

Figure 3: BFD Fees for Service

Service	Fee
General Fire & Life Safety Plan Review Requirement	Plan Check = \$50/hour After Hours Inspections = \$75/hour Inspection Fee = \$50/hour Technical Inspections = \$95/hour
Fire Protection System Installation	Extinguishing Systems: \$100 + .50 per head (NTE 25% of Building Permit Fee) <ul style="list-style-type: none"> • Commercial Hood Systems = \$125 • Chemical Agent Systems = \$125 Fire Alarm Systems = \$45/hour (NTE 10% of Building Permit Fee) Standpipe Systems = \$50/inspection
Other	
Fire Apparatus Standby	\$200/hour

Page 32-33: Blaine County Ambulance District Fee Schedule Table read as follows:

Figure 4: Blaine County Ambulance District Fee Schedule

Service	Rate
BLS Transport (Resident)	\$550
BLS Transport (Non-Resident)	\$550
ALS Transport 1 (Resident)	\$550
ALS Transport 1 (Non-Resident)	\$550
ALS Transport 2 (Resident)	\$550
ALS Transport 2 (Non-Resident)	\$550
Life Flight Assistance	\$300
Life Flight Traffic	\$60
Extended Extrication	\$450
Standby Charge	\$30 Ketchum \$90 WRFR
Mileage Charge	\$9

Revision:

Figure 5: Blaine County Ambulance District Fee Schedule

Service	Rate
BLS Transport	\$690
ALS Transport	\$690
Life Flight Transfer	\$375
Life Flight Assist	\$75/hour
Standby – Ambulance and 2 personnel	\$115/hour
Standby – one EMT	\$37.50/hour
Technical Rescue – per person	\$37.50/hour
BLS No Transport	\$190
ALS No Transport	\$290
ALS Transport 2 (Non-Resident)	\$690
Minor Extrication	\$250
Extended Extrication	\$450
Standby Charge	\$115
Mileage Charge	\$11.25

Page 54: Table 35 was modified as below, reflecting a correction in HFD employee benefits:

Figure 6: Employee Benefits

Benefit	BFD	HFD	WRFR
Career Employee Benefits			
Social Security	Yes	Yes	Yes
Worker's compensation	Yes, state insurance fund	Yes, state insurance fund	Yes, state insurance fund
Pension	401 K for employees exceeding 20 hours/month	PERSI	PERSI
Deferred compensation	No	Yes, option available to employees PERSI Choice Program	PERSI Choice Program
Medical insurance	Employee and dependents up to two	On employee, dependents paid by employee	Employee and dependents. Deductible and co-pay
Dental insurance	No	Yes	Yes
Short and long term disability insurance	No	No	Yes for the part-time
Life insurance	No	No	Yes, \$100,000 for full-time employees
Vision insurance	No	Yes	Yes
Survivor income benefit	No	No	No
Additional life insurance	No	No	No
Life Flight (Air St. Luke's) Membership	Family payment	Family payment	Family plan paid by the fire association
Volunteer/PPC Compensation			
LOSAP*	No	No	No
Other benefits	\$30 awarded to the paid per call of the quarter	Firefighter of the quarter and year recognition. Member vaccinations. Paid physical (HM only) Training cost assistance	Continuing education Internal grant program Commendation process and incentive programs

* Length of Service Awards Program

Page 148: HFD reviews all new construction plans submitted to the city.

Revision: HFD reviews all new construction plans submitted to the city with the exception of single family dwellings.

Page 161: The city recently annexed an area identified as the Strahorn subdivision, immediately to the north of the city.

Revision: The city recently annexed an area identified as the Strahorn subdivision, immediately to the east of the city.

Page 187: Footnote added: **Municipal overhead does not include the value of fire suppression infrastructure from water departments, which is not available to fire districts. Examples are water storage, delivery system, hydrants and water rights.**

Page 190: Model Budget row in Table read \$5530, 253.

Revision: Changed to read \$530,353

Page 191: Footnote added: **Based on operational budget supplied by the agencies for FY 2011.**

Page 192: In 2009, BFD had 18 responses and WRFR had 220 responses per 1,000 population. When the ambulance service area of WRFR is included, the average response is 83 per 1,000 population in 2009.

Revision: In 2009, BFD had 18 responses and WRFR had 220 responses per 1,000 population. With the ambulance service area included, WRFR had 44 responses per 1,000 population in 2009.

Page 195: Edit to table 128 regarding Deferred Compensation – BFD. (Line 4)

Figure 7: Full-Time and PPC Employee Benefits

Survey Components	BFD	HFD	WRFR
Social Security	Yes	Yes	Yes
Workers Compensation	Yes, state insurance fund	Yes, state insurance fund	Yes, state insurance fund
Pension	Yes, for 401 fulltime employees	PERSI	PERSI
Deferred Compensation	No Yes	Yes, no matching PERSI Choice	401 PERSI Choice
Medical Insurance	Yes, employee and dependents up to two at \$100 per month	Yes, employee, dependents are paid by employee	Yes, employee and dependents with a deductible and a co-pay
Dental Insurance	No	Yes	Yes
Short and Long-term Disability Insurance	No	No	Yes for PPC
Life Insurance	No	No	Yes, \$100,000 for fulltime
Vision Insurance	No	Yes	Yes
Survivor Income Benefit	No	No	No
LifeFlight (Air St. Luke's)	Family payment	Family payment	Family plan paid by the fire association.
PPC (Volunteer Compensation)	Yes	Yes	Yes

Survey Components	BFD	HFD	WRFR
Other Benefits	\$30 awarded to the paid per call of the quarter	<ul style="list-style-type: none"> \$25 awarded to the firefighter of the quarter, and \$100 for firefighter of the year Vaccinations 	<ul style="list-style-type: none"> Award for PPC and career firefighter of the quarter Continuing education, grant opportunities for paramedic training funded by the association Commendations, gift cards, and incentives for outstanding performance

Page 215: There is a net reduction in total personnel of 0.96 (slightly less than one). The concept increases capacity in administration with a 0.50 fire inspector position.

Revision: There is a net increase in total personnel of 0.96 (slightly less than one). The concept increases capacity in administration with a 0.50 fire inspector position.

Page 223: Table and original language:

The following table is a summary of the financial results of the five strategies. The first column displays the budgeted cost, the cost of the option in the second, and the net change in the third column.

Figure 8: Model Tax Rate of Strategies

Strategy A	General	Strategy	Change
BFD	\$0.267	\$0.347	\$0.079
WRFR	\$0.635	\$0.347	-\$0.289
Strategy B	General	Strategy	Change
HFD	\$0.379	\$0.292	-\$0.087
WRFR	\$0.599	\$0.292	-\$0.307
Strategy C	General	Strategy	Change
BFD	\$0.243	\$0.303	\$0.060
HFD	\$0.379	\$0.303	-\$0.076
WRFR	\$0.691	\$0.303	-\$0.388
Strategy D	General	Strategy	Change
HFD	\$0.415	\$0.356	-\$0.058
WRFR	\$0.599	\$0.356	-\$0.242
Strategy E	General	Strategy	Change
BFD	\$0.243	\$0.320	\$0.077
HFD	\$0.379	\$0.320	-\$0.058
WRFR	\$0.691	\$0.320	-\$0.370

Revision:

The following table is a summary of the financial results of the five strategies. The first column is the budgeted cost, the cost of the option in the second and the net change in the third.

Figure 9: Model Tax Rate of Strategies

Strategy A BFD Annexes into WRFR		General	Strategy	Change
BFD		\$0.267	\$0.347	\$0.080
WRFR		\$0.599	\$0.347	-\$0.252
Strategy B HFD Annexes into WRFR		General	Strategy	Change
HFD		\$0.415	\$0.292	-\$0.123
WRFR		\$0.599	\$0.292	-\$0.307
Strategy C BFD & HFD Annex into WRFR		General	Strategy	Change
BFD		\$0.267	\$0.303	\$0.036
HFD		\$0.415	\$0.303	-\$0.112
WRFR		\$0.599	\$0.303	-\$0.296
Strategy D WRFR Annexes into HFD		General	Strategy	Change
HFD		\$0.415	\$0.356	-\$0.059
WRFR		\$0.599	\$0.356	-\$0.243
Strategy E Cities and WRFR Form a New District		General	Strategy	Change
BFD		\$0.267	\$0.320	\$0.053
HFD		\$0.415	\$0.320	-\$0.095
WRFR		\$0.599	\$0.320	-\$0.279

Heather Dawson

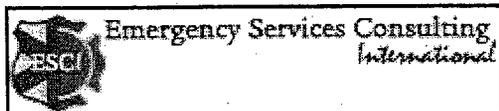
From: Lane Wintermute [lane.wintermute@esci.us]
Sent: Friday, January 28, 2011 6:05 PM
To: 'Tom Blanchard'; Heather Dawson; 'James Frehling External'
Subject: Emailing: Chapman final report comments (3), Tom's comments with replies
Attachments: Chapman final report comments (3).doc; Tom's comments with replies.docx
Tom, Heather and James,

We have addressed all of the comments received – thank you for taking the time to review the report. I am attaching the list of comments from Tom and Chief Chapman, with our replies, for your reference. I received the following other comments, in addition to those in the attached documents:

Bellevue fee schedule: Was updated according to the resolution sent
Ambulance fee schedule: Table in the report was updated to current numbers
Updated WRFR assessed values: We did not change these. The report was written based on a snapshot in time, at the time of our information collection. It is understood that things change, but we have to work with what we receive. In this case, changing the AVs would change numerous other calculations in the report so it is really impossible to change the values after the report is written. We can work with you, as needed, to update numbers as we move forward.

We look forward to seeing you on Monday. Please confirm, one last time, the time and location of the Monday night meeting.

Lane



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Comments on ESCI preview copy - Chief Chapman

1. **Comment: Page 23 – Recommendation #7** HFD provided an updated copy of the organizational chart following the review of the previous draft copy several months ago, however it apparently has not been included in the most recent copy.

Updated

2. **General Document.** Correct misspelling of *Freidman* Memorial airport to Friedman Memorial Airport (at least one misspelling on page #231)

Corrected – one occurrence

3. **Comment:** The study does not appear to address the question of if the fire departments are subsidizing the EMS provision of services, or Vice-Versa.

In fact the report states that – Revenue generated from services allows WRFR to employ full-time personnel. The largest segment of operating revenue is from the contract for service with Blaine County Ambulance District.

4. **Comment:** The preferred option of a total integration of the three department, with a staff of over 80 persons, common training would be difficult as there are not stations that can accommodate even 40 persons in an effective manner. This would make common training very challenging, most likely needing to utilize external meeting spaces at additional costs.

Correct. The concern is valid and addressed in the future facility discussions

Strategy E, includes the addition of a full-time training officer

Critical Issues, determine a suitable location for training facilities

K – Develop a Single Fire and EMS Training Facility

5. **Comment.** The recommended integration of the departments appears to utilize existing budgets combined, to establish a baseline budget. This assumes that the existing levels of budgeting will be sufficient in the future. The reality is that many critical items have been cut from existing budgets. It seems that these items: Apparatus, hose testing, ladder testing, physical testing, station construction (per facility option #1 should be added back into the budgets for an accurate funding level. In essence, many of the recommended actions of this report are left unfunded in any of the integration options.

While it is true that the capital and personnel needs of the three agencies are not being met by the current budgets, the basis for financial discussion must be made from what it currently being expended. ESCI did include future costs for capital replacement and the addition of personnel. We believe that any large scale increase was opposed to the direction ESCI was given by the joint committee.

6. **Page 97 HFD Fire Map:** An error indicating a HFD fire in WR district (Aspen Drive) has not been corrected as requested in a prior review.

The address was plotted from the incident data provided and, being a single incident and given that the map would have to be re-generated, it is not of enough significance to warrant a revision.

7. **Page 148 – Correction:** HFD does not conduct plan reviews on private residences, only multi family apartment complexes and all commercial properties. The Building department does verify that the life safety requirement of the IFC and the IBC have been met.

Corrected

8. **Page 181 – Comment:** It is unlikely that the zoning or neighbors would allow the construction of a training site similar to the type shown in Figure 156 of this proposal. There are current plans to *begin* this type of facility immediately at an airport location, paid for by firefighter Association funds. Other fire agencies will be approached in the near future to see if they are interested in participation of this project.

If this is likely to occur, it may well be an excellent solution. We did not have information that this was imminent at the time of the field work so we did not address it. We can make reference to the plan, if necessary.

9. **Page 182 - Error:** Option #2 describes that it “includes all of the options of Option #1”. Option #1 includes a fire station in the Woodside Subdivision. Option #2 does not include a fire station at this location. This discrepancy should be reconciled.

Option 1 does not include a station in Woodside.

10. **Page 190, Figure 122 Correction:** Under the “Model Budget” row, for HFD the figure \$5530,253 appears to be a typo and read \$520,253.

Corrected – but to \$530,353

11. **Pg. 191 – Question:** The cost per capita shown in figure 123 multiplied by the census figures provided at the beginning of this document do not match the figures provided in Figure 122. How is this discrepancy explained?

Correct. The figure is based on the operational budgets supplied by the three agencies. This has been footnoted to alleviate any confusion.

12. **Pg. 218, Figure 139:** This model indicated a combined model budget of \$1,647,736 if HFD were to annex into WRF&R; However Figure # 122 indicates a model budget baseline of 1,742,352 for WRF&R alone. How can the combined budgets of the two department be less than the existing stand-alone budget of WRF&R? Similar situations occur with the other models.

Correct. In the options, ESCI did not include any capital outlay for BFD and HFD. No capital purchases are modeled in the baseline budget illustrations. For this option, there is also no municipal overhead charges. The average for HFD was \$46,004.

13. **Pg. 221, Figure 143:** Strategy D cost's indicate \$156,535 in municipal overhead. It would seem appropriate that if the municipality was providing a service for that cost, then the personnel that

would have done those services in a "District" stand-alone department could be eliminated. In essence apples aren't being compared to apples, and these costs are exaggerated.

This could be correct. However, the costs are not exaggerated but are reflective of the practices and policies of the individual agencies.

In the report we specify a process for developing the type and level of services to be delivered. If there is a change in how services are being delivered it would be appropriate to recalculate costs.

14. **Page 225 Correction:** The chart indicates an increase of personnel of +.96 persons, While the narrative describes a "net loss of -.96 Persons.

Correct, this should have read an increase.

15. **Q.** Conceptually, the plan offers strategies that do not include station construction, capital outlay, restoration of previously eliminated/reduced budget line items, not funding to implement most of the recommendations included in this report. With the creation of a new district, a new levy can be created to fund all of these desired projects on initial start-up. The problem with Strategy C is the limitations of the current budget limitations. Why would Strategy C be preferred over Strategy E other than the need to have a public vote on the issue?

Items in the forefront include the current EMS agreement with Blaine County and the need for a vote of the public. The potential for the two cities to increase the level of service another.

16. **Q.** If Strategy C was chosen, and by law, all participants had to pay the same rate, what would be the maximum budget allowed? How would the breakdown among agencies be apportioned?

The option specifically included only the current budgets. The capital costs for apparatus are in the appendix. Costs for capital facilities, training grounds and other projects would be dependent on the option policymakers wish to explore.

17. **Page 330, Recommendation #1** The recommendation in the body of the report regarding reinstatement of an automatic aid agreement for the aerial ladder indicates that Hailey and WRF&R should reenter into an agreement ASAP. However in the corresponding summary recommendations at the end of the report only list Hailey. This can give the appearance that Hailey pulled out of the agreement rather than WRF&R. The existing agreement that is still in place, has provisions for an aerial and can easily be modified to provide other response options as appropriate. *Remedy, add WRF&R to the summary recommendation.*

The recommendation #1 on page 330- reads as follows, referencing both agencies: Recommendation 1: (Hailey Fire Department and Wood River Fire & Rescue) – An automatic aid agreement for ladder truck response between the agencies should be re-established as soon as practical**Error! Bookmark not defined.**

Fire Study comments on draft report: Tom Blanchard

1. P. 11: why is the Bellevue chart blacked out....it doesn't tell me anything yet the text comments say it is clear.

I'm not finding anything on page 11 that is a blacked out chart – it looks like you are referring to Figure 11. The figure is normal in the document on the computer and in the hard copy – if it did not print, it may have been a printer error. I did, however, revise the reference language to make it more understandable.

2. P. 161: Strahorn is east of the city not north.

Corrected

3. Pp. 107 & 181: 107 shows current 1 1/2 mile service area but p. 181 uses the 6 minute travel time. Why do you use the ISO standard on 107 when you argue later that the better standard is the 6 minute standard? It would be helpful to be consistent.

Because the 1 1/2 mile standard is what ISO uses and it is often used as a reason why stations should be located within that range – point of using it is simply to address the ISO standard – we do feel that the 6 minute standard is the more appropriate measure

4. P. 190: Municipal overhead does not include any value for fire suppression infrastructure from the water department that is not available to the fire districts: That would include tank storage, delivery pipe size, water rights allocations, hydrants, etc. A footnote to this effect would be instructive to everyone who reads the document.

Footnote added.

5. P. 190: assessed values are too high given the economic turn down: Bellevue last report from the county set our value at \$237,528,000, nearly a 30% drop in value. What is the impact of this shift on the rest of the data? See James note.

We used the financial data that was available at the time of our data collection. We understand that things change; the numbers represent a snapshot in time. If more contemporary data is available an addendum to the report can be added.

6. P.192: Table is confusing. Ambulance service area is larger than rural fire district yet text language WFR with ambulance seems lower than the smaller fire district. Should this sentence read "excluded" rather than included?

No – when the ambulance service is included it makes the population served higher – thus the ratio will be lower when the number of calls is calculated against a larger population.

7. The table shows 44 events with the ambulance area, the text cites 83 events. Where do these numbers come from?

This was a typographical error; language was corrected and revised for clarity.

8. P. 193: Table 125: does this include medical events?

Yes – inclusive of all responses.

9. P. 195: Tables 125 & 126: deferred compensation (employee contribution) for Bellevue should read “yes”

Corrected.

10. P. 197 Comment: influence of economic factors: potential for decrease revenue from property taxes due to housing crises is not real. The tax law in Idaho assures the jurisdictions the previous base plus 3% increase. The potential for revenue loss is in the hands of the councils who set the rates and may or may not respond to the economic crises.

True, Idaho law does assure that the jurisdictions receive a 3 percent increase. In most cases this is inadequate to maintain current services and replace capital. Elected officials may also be reluctant to request additional funding.

11. P. 198: how sound are the census bureau numbers? Both Hailey and Bellevue look low.

U.S. Census numbers have a greater variation the further they are from the decennial census. 2010 census data on individual counties and cities have yet to be released.

12. P. 206: Joining a district: our legal review of this issue indicates that this would require a vote of the public to allow taxation for the district by city property owners.

That is correct.

13. General comment overall on budgets: Bellevue has cut its budget to the bone and is not sustainable. Using 2010 as a baseline for projections would leave us scrambling to provide services over the long term. Additionally, as Mike pointed out, there is nothing here that discusses the capital funding and its budget impact. Would ESCI recommend a Capital Reserve Fund as a general principle?

We agree about Bellevue’s budget situation. The baseline is just that, a reference point from which to project future needs/expenses.

Yes, we would recommend a Capital Reserve Fund and have done so in the report. Prior to establishing a reserve fund, it would be prudent to determine capital needs via a capital replacement plan.

14. P. 215. Fig 136: Fire inspector is only .5 FTE yet this job would include plan check also. .5 FTE does not seem enough.

Agree. In that model (assuming you are looking at strategy A) a .5 FTE position is added, where there is no such position currently exists (between BFD and WRFR). Per the direction of the joint committee, the report does not attempt to increase services via additional costs. What is

done is to seek to deliver services at the highest level while trying to contain cost and meet current and future needs.

15. P. 215: Fig 136 shows a gain of .96 FTE and the text says there is a net reduction of .96.

Correct, it should read an increase.

16. P. 216. Why is municipal overhead for Bellevue set at 0 when it is identified in Fig 122 (p. 190) as \$8,273

Because, under that model – BFD annexed into WRFR – the District would then assume the overhead.

17. P. 217-219: Strategy budgets B&C: Additions or decreases to FTE are not broken out as paid or volunteer so it is difficult to understand the budget impact. I assume that a PPC decrease equals zero savings.

It is anticipated that there would be little or no variation in the number of PPCs. In our experience a few PPC may leave a consolidated organization. The left side of the table (next to the position ranks) a (PPC) precedes the position title.

18. P.221: Is the municipal overhead (\$156,535) a fee paid to the city to manage administration, payroll and accounts receivable?

That is the estimated cost for municipal overhead under a consolidated fire department under the city model.

19. P.223: Fig 146: Model Tax Rates: if the 1st column is the budgeted cost of 2010 shouldn't the figure be the same in each strategy? Bellevue is shown in A to be .267 and in B and E to be .243 where do the tax figures on Column 1 come from? It is not evident.

Good catch. In Strategy C and E, the municipal overhead was erroneously left out. This has been corrected. Clarification to the introduction paragraph more clearly explains the table.

20. P.227: Resource development: we need a better balancing formula here to account for the fact that some resources have no value (Bellevue Fire station) but are equated with real value in the case of WRFR Station 3. An aerial is not the equivalent to a pumper.

Good point. This is an illustration of cost allocation. The inputs and weight of any allocation formula would be a policy decision.

From: Bart Lassman [blassman@wrfr.com]
Sent: Tuesday, January 25, 2011 4:13 PM
To: Tom Blanchard
Subject: ESCI Changes to WRFR Information
Attachments: Ambulance Fee Schedule 2008.doc

Tom:

I only found one page in need of change.

Page 33, Figure 20 Blaine County Ambulance District Fee Schedule

The Fee Schedule shown in the report is not the revised schedule of fees for services adopted by the Blaine County Ambulance District Commissioners in 2008. The revised and most current fee schedule is attached above and shown on the far right of the document highlighted as "Revised Fee".

Thanks,

*Bart Lassman
Chief of Fire and
Emergency Medical Services*

*Wood River Fire and Rescue
117 East Walnut Street
Hailey, Idaho 83333*

*208-788-5577
Fax 208-788-5579
blassman@wrfr.com*

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Thank You



MEMORANDUM

TO: Mayor and Council

FROM: Beth Robrahn, Community Development Director *BR*

RE: FMA Site Redevelopment Plan - update

DATE: March 14, 2011

Scope of Work Update

The amendment to the airport redevelopment plan and feasibility analysis scope of work contemplated at the end of February was pulled from the FMAA agenda and later discussed by staff in light of the time constraints and overall complexity of the relocation project, of which the airport redevelopment plan and feasibility analysis project is a subset. While the additional workshop would have strengthened the public process, the current scope of work will generate a recommendation based on community input and thorough market analysis; therefore given the general time constraints of the overall project, the amendment did not seem to warrant consideration at this time.

Upcoming Deliverables

The scope of work has 9 elements; 4 of which have been completed. As noted in the memo to Council on February 28, the three community workshops held February 15, 16 and 17 were a great success. Many ideas were generated, some of them new and unexpected, some may lead to a discussion of an incremental approach to the development of the site (i.e. short term uses to generate revenue until long term uses are solidified and developed). The next 5 elements deliverables are summarized as follows:

Element 5

Development of a Schematic Master Plan

- Development of land use plan alternatives in response to analysis and research.
- Generation of a comprehensive master plan for the EAL that includes vehicular circulation, trail systems, open space concepts, landscape concept, etc.
- Larger frame plan that incorporates all study areas.
- Internal team work sessions and communications.

Element 6

Financial Model Testing, Adjustments and Final Master Plan Concept Development

- Written summary report, consisting of approximately 35 pages, on the EAL potential (i.e., Planning Study Area sales, rents, land values, and supportable square footage).
- Maps indicating the trade areas and market sectors for the Planning Study Area.
- Charts indicating the demographics, sales potential, capture rates, and sales potential of the Planning Study Area.

- Charts indicating the square footage of rentable space, which can be supported by the primary, secondary, and visitor markets.
- Charts indicating the retail, commercial, and apartment rent per square foot, which can be supported by the Planning Study Area.
- Two page description of non-residential target consumer segments for the EAL (i.e., hotel guests, daytime workers, and tourists).
- Descriptions of target consumer groups with an analysis of their buying and lifestyle characteristics for the EAL in concert with existing downtown targets.
- A three to five page refinement of the optimum market position of the Planning Study Area, based on site and economic analysis.

Element 7

Public Presentation and Final Reports

- Present the plan in a public meeting
- Individual stakeholder work sessions

Element 8

Implementation Options and Phasing

- A range of options for the highest and best uses of the land with a preferred alternative
- Summary of options for positioning the various parcels within the property as part of the disposal process
- Summary of options for how the property could be phased including a range of costs with these options.

Element 9

Test Marketing

- Color coded land plan (parcel map, land value map)
- Written summary of the implementation plan.
- Projected income / cash flow from the disposition of parcels.
- Supervision and direction of the production of an 8 page solicitation document in an 11 x 17 format to include text, graphic design of maps, schematic master plan, photographs, and schematic drawings of the proposed redevelopment.
- Research potential brokers to assist in testing the proposed plan with outside parties.
- Distribution of the solicitation document to interested parties.
- Production of a Power Point Presentation for solicitation of prospective parties that have interest in the property.
- Production and placement of a 1/8th or 1/16th page newspaper ad for local, regional and national news papers.
- Adding to the Replacement Airport web site to provide additional information related to the repositioning of the airport property.
- Follow-up with outside parties that have interest in the property and review land use options as well as suggested adjustments to the plan and the potential value of the property as needed.
- Presentation of deliverables and findings.

Process

The "Agreement for the Development of the Replacement Airport and Redevelopment of Friedman Memorial Airport" dated July 6, 2010 ("Agreement") is clear that it is the City's primary responsibility to oversee the master planning of the current airport site. To date the execution of the scope of work has been through a FMAA contract and led by Hart Howerton with local support from Ruscitto/Latham/Blanton Architectura and Village Solutions conducting the market analysis component. The planning and public process components of this work has been overseen by City staff with close coordination with the FMAA staff on the contract and budget oversight and the tie into the larger umbrella relocation project.

The Agreement states it is the City's primary responsibility to prepare the master plan for redevelopment, implement the master plan and determine the phasing and timing of the development, while also stating the FMAA's responsibility is for the development of a financing plan for the replacement airport. It is clear these responsibilities are not isolated and need to be executed with the highest degree of cooperation and coordination.

City staff interprets implementation to mean that Hailey will coordinate and organize the process to forward the proposed redevelopment plan to the City Council, County Commissioners, Friedman Family and the FMAA for review/approval (it should also be recognized that the FAA is a partner in this process). The redevelopment plan would also be implemented in the rezoning process and through the financing plan for the replacement airport.

Looking forward, the City's role in the site's redevelopment will be more than just regulating the land use. As one of the property owners, the City will most likely have a role as development partner. Therefore, it is important to more thoroughly understand and discuss the nuances of the redevelopment process and the role the current property owners will play in that process. Discussions between all property owners to determine what additional expertise (e.g. legal, financing, market, etc) will be needed to sell and develop the property and how this folds into the financing of the relocation project. This will be vital to making the airport relocation project successful.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The text outlines the various methods and systems used to collect and analyze data, highlighting the need for consistency and reliability in the information gathered.

The second part of the document focuses on the analysis of the collected data. It describes the various statistical techniques and models used to interpret the results and identify trends and patterns. The text also discusses the importance of comparing the results against industry benchmarks and historical data to provide context and meaning to the findings.

The third part of the document discusses the implications of the findings and the recommendations for future action. It provides a detailed overview of the key insights gained from the analysis and offers practical advice on how to address the identified issues and opportunities. The text also discusses the potential risks and challenges associated with implementing the recommendations and provides strategies to mitigate these risks.

The final part of the document provides a summary of the key findings and conclusions. It reiterates the importance of the research and the value of the insights gained. The text also provides a final recommendation on the next steps to be taken and offers a closing statement on the overall findings of the study. The document concludes with a list of references and a list of appendices.