

AGREEMENT  
Development of Walnut Street Property

This Agreement ("Agreement"), entered into this \_\_\_\_ day of \_\_\_\_\_, 2010, by and between the City of Hailey ("Hailey"), located at 115 South Maine Street, Hailey, Idaho 83333 and the ARCH Community Housing Trust, Inc. ("ARCH"), a community based membership nonprofit organization located at 160 Second Street, Suite 217, Ketchum, Idaho 83340.

RECITALS

- A. ARCH is a not-for-profit charitable corporation of the State of Idaho that was formed in 2004 for the public, charitable purpose of assuring a diverse, livable community by providing permanently affordable housing throughout Blaine County for moderate and lower income households.
- B. One goal of ARCH is to supplement the efforts of Hailey to increase the stock of housing, in perpetuity, for the served population through the development of for-sale residential units, the purchase and sale of which is restricted by deed.
- C. ARCH will develop two single family homes at the intersection of Walnut Street and 5<sup>th</sup> Street in accordance with the goal outlined above.
- D. Funding for this development has been made possible by the donation of the land by Blaine County and Syringa Networks and by Federal Grant programs.
- E. Hailey acknowledges the need for permanently affordable community housing and wishes to provide regulatory concessions to not-for-profit developers of community housing in order to encourage the development of community housing.
- F. Current Subdivision standards require that sidewalks be constructed for new development.

AGREEMENT

NOW, THEREFORE, in consideration of the promises and agreements contained herein, ARCH and Hailey hereby agree as follows:

1. Pursuant to Subdivision Ordinance 821, Section 4.2.3 Hailey is permitted to allow alternatives to the standard sidewalk configuration, including an alternative location determined by Hailey.
2. In order to contribute to this project, Hailey will construct sidewalks in a location determined by Hailey at the expense of Hailey.

3. The estimated cost of sidewalk and drainage improvements provided by a qualified contractor, plus associated engineering costs is \$8,000. If construction of sidewalks in the alternative location exceeds \$8,000, these costs would also be paid by Hailey.
4. This AGREEMENT relates only to the specific project defined herein, and does not impose any obligations (financial, legal or otherwise) for any other or future projects of either party.

CITY OF HAILEY

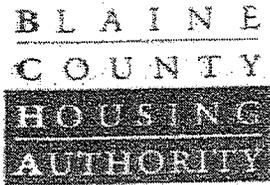
\_\_\_\_\_  
Richard L. Davis, Mayor

ATTEST:

\_\_\_\_\_  
Mary Cone, City Clerk

ARCH COMMUNITY HOUSING TRUST, INC.

\_\_\_\_\_  
Michelle Griffith, Executive Director



Blaine County Housing Authority  
PO Box 550  
Hailey, ID 83333

400 S Main Street, Suite 303  
208.788.6102 ~ 208.788.6136 Fax

June 9, 2010

Mayor Davis and City Council Members  
City of Hailey  
415 South Main Street  
Hailey, ID 83333

RE: ARCH Request

Dear Mayor Davis and Hailey City Council Members:

On behalf of BCHA, I am writing in support of ARCH's request for Hailey's assistance with the provision of sidewalks as a required element of affordable housing projects. The construction of sidewalks – paid for by the City in a location most needed within the City – is a way for the City to support and participate in community housing as well as providing critical pedestrian improvements.

Infrastructure costs and entitlement fees represent a large portion of a project's price tag. To the extent these costs can be reduced, the price to the future owners or tenants can be kept at affordable levels.

Please approve this request and show your support for community housing in Hailey.

Sincerely,

A handwritten signature in black ink, appearing to read "Kathy Grotto", is written over a horizontal line.

Kathy Grotto  
Executive Administrator

cc: Michelle Griffith



# City of Hailey

**POLICE DEPARTMENT**  
115 South Main Street, Suite C  
Hailey, Idaho 83333  
Phone (208) 788-3531 • Fax (208) 788-6566

**CHIEF OF POLICE**  
JEFF M. GUNTER

Rick,

Here are my issues with the lowest priority act Ned Also agrees with my issues

- The ordinance cannot be applied equally as County, State and Federal Officers have jurisdiction in Hailey but are not bound by ordinances that conflict with state law.
- Hailey Officers are expected to respond to citizen complaints. An example, apartment complexes with shared front entry ways sometimes generate complaint from neighbors from next door smelling the odor of marijuana coming from the next door apartment.
- Receiving any grievance from individuals who believe they subjected to law enforcement activity contrary to the to the lowest law enforcement priority policy. Citizen complaints should be heard by the Chief of Police or Mayor.
- Giving a supplemental report from all Hailey Officers to use to report all adult marijuana arrests, citations, and property seizure and all instances of officers assisting in state and federal arrests, citations, and property seizures for any adult marijuana offenses. The goal of this form is to ascertain if the lowest priority act was followed. These reports could put suspect's lives in danger as many arrests are made by confidential informants, and quite frankly these reports would be my lowest priority.
- Requesting additional information from any Hailey Law Enforcement Officer who engaged in law enforcement activity relating to one or more marijuana offenses under circumstances which appear to violate the lowest law enforcement priority policy. **An Officers decision not to provide additional information should be grounds to discipline.** No member of my department, including myself will be subjected discipline from a committee. My officers will not be compelled to give any information to a committee that may endanger informant's lives.

*I agree with Ned's drafted Language below*

1(b) Consistent with Hailey Municipal Code 11.08, the Hailey Police Department shall investigate and enforce misdemeanor possession of marijuana offenses committed by adults on private property as the lowest police priority of the City of Hailey. For the purpose of this policy, the lowest police priority shall require a Hailey law enforcement officer to **primarily** investigate and enforce criminal offenses other than misdemeanor possession of marijuana offenses committed by adults on private property. **In the event a law enforcement officer has knowledge of both a misdemeanor possession of marijuana offense committed by an adult on private property and any other criminal offense, the law enforcement officer is entitled to investigate and enforce both types of offenses.** This policy shall not apply to use of marijuana on public property, use of marijuana by minors or driving under the influence of marijuana.

Cc: Ned, Heather

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# MEMORANDUM

TO: Mayor Rick Davis and Hailey City Council Members

FROM: Ned C. Williamson

DATE: June 14, 2010

RE: Rodeo Grounds Construction Project

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Following the successful bond election, we are now at a point where Hailey needs to identify the best method to award contracts for the public works to be constructed at the Rodeo Grounds. As a preliminary matter, it is important to recognize that Hailey Ice will be constructing the Ice Rink building and then donating the building to Hailey. Under that approach, the Ice Rink building will not be subject to the public procurement and public works contractor laws. The remainder of the project (*i.e.*, the multi-use arena, skate park addition, interpretative center and associated site work) will, however, require compliance with the public procurement and public works contractor laws.<sup>1</sup>

To assist you in determining the best management technique for the construction of the project, I will generally outline the applicable law. In 2005, Idaho comprehensively revised several bid laws which applied to construction projects and to the purchase of equipment. The revised law creates a detailed procurement process to award bids for a public construction project. *See Idaho Code §§ 67-2801 et seq.* The procurement law is intended to complement the public works contractor licensing law. *See Idaho Code §§ 54-1901 et seq. and 54-4501 et seq.* The public works contractor licensing law mandates licenses for general contractors and construction managers in public works projects,

Along with Tom Hellen, I have developed the attached comparison of management options for the public works construction. This comparison has also been reviewed by the project architect. We have also discussed the various management techniques with a local construction management company.

This comparison analyzes five potential options. Under the first option, Hailey could act as the manager of the project. For a variety of reasons, we believe this option is the least favored.

Under the second option (Design-Build), Hailey could ask contractors to submit bids to design and build a public facility. Design-build is intended to allow different designs to be considered by

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<sup>1</sup> With a bifurcated approach, Hailey needs to address several matters. First, the parties should finalize the lease between Hailey Ice and the City at the next council meeting. The lease will contractually allow Hailey Ice to construct the Ice Rink on City property. Second, Hailey Ice and the City need to agree to work cooperatively in the staging and timing of construction of the facilities and site work.

the governmental entity. In this case, we have essentially decided to use the design which was prepared by the project architect and which was granted design review. If we wanted to use the design-build option, there would be a significant delay in the start of construction because interested entities would have to develop new designs and design review would be required again.. Consequently, we do not recommend this option. But, we believe the skate park addition is well suited for the design-build process. There is plenty of time for the design-build process for the skate park addition.

Under the third option (General Contractor), one general contractor would be selected after proceeding with a competitive bid process. Hailey would enter into one contract with the general contractor, who in turn would enter into individual contracts with various subcontractors. For the multi-use arena, the project architect has identified approximately 20 subcontractors. The general contractor would have to have a public works contractor's license. It is my understanding that there are at least two contractors with a local presence who would have the requisite license. Under this option, many of the subcontractors should be local companies with local workers, but there is a good chance a general contractor with out-of-town employees and subcontractors may be employed. We believe this is the third best option.

Under the fourth option (General Contractor and Construction Manager), one general contractor would be selected after proceeding with a competitive bid process and the contractor would work with an independent construction manager. The construction manager would be viewed as the owner's representative and would assist the city in supervising the project and in reviewing the bills. The construction manager would need to be licensed. There may only be one local construction manager who is licensed. We believe this is the second best option.<sup>2</sup>

Under the fifth option (Construction Manager), a general contractor would not be hired. Instead a construction manager would take on a more comprehensive supervision of the project. All of the subcontractors would then have a contract with Hailey. Under this option, the construction manager would have to be licensed and most of the subcontractors would have to be licensed under the public works contractor law. We believe this is the best option.

It is our view that the fourth and fifth options are excellent options, but we believe the fifth option is the best management technique. On one hand, the fourth option may have slightly less risk and may be easier to administer. On the other hand, the fifth option should be less expensive and will promote the hiring of more locals. Under either the fourth or fifth option, the performance and

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<sup>2</sup> One local construction manager has expressed its opinion that this option is the preferred option. The construction manager believes that the risk would be minimized under this approach and that it is best to limit the communications to the general contractor. The construction manager has made this recommendation despite the fact that the construction manager would probably get less consideration under the fourth option.

Mayor Rick Davis  
Hailey City Council Members  
June 14, 2010  
Page 3

payment bonds will be required under statute or by contract. A performance bond is designed to ensure the faithful performance under the contract and to protect Hailey; a payment bond is designed to protect persons supplying labor and materials.<sup>3</sup> As an extra layer of protection for suppliers and sub-subcontractors and to avoid liens, Hailey can require a lien waiver process. Under either the fourth or fifth option, a construction manager will be also required to post a payment and performance bond in the amount of the construction manager's contract. Administration under the fourth option would be easier because Hailey would only have to communicate with the general contractor who is responsible to communicate with the subcontractors. The fifth option (Construction Manager) should have less duplication in services between the construction manager and general contractor and will probably be less expensive. In addition, the fifth option will probably allow more local employment. I would think there is a good chance that an out-of-town general contractor would be awarded the contract and that the general contractor would bring more out-of-town employees and subcontractors to do the work.

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<sup>3</sup> I have to caution that the posting of security in the form of a bond may sound attractive, but the reality is different. If Hailey has to collect on a bond, I would expect a strong reluctance from a surety company to pay on a bond for non-performance or non-payment. Collecting on a bond may require litigation against a large insurance company.

MANAGEMENT OPTIONS FOR MULTI-USE ARENA, SKATE PARK, INTERPRETATIVE CENTER AND SITE WORK

	<u>Hailey</u>	<u>Design Build</u>	<u>General Contractor (GC)</u>	<u>General Contractor &amp; Construction Manager</u>	<u>Construction Manager (CM)</u>
Legal Authority	I.C. §§ 67-2804 & 54-1903(a)	I.C. §§ 67-2309 & 54-1902	I.C. §§ 67-2805 & 54-4504	I.C. §§ 67-2805, 67-2320 & 54-4504	I.C. §§ 67-2320 & 54-4504
Estimated Management Fee	Salaried employees would handle mgmt.	?	Approximately 2-5% for GC	Approximately 2-5% for GC + CM markup	Probably close to 2-5%.
Local Workers	Lesser chance of out-of-town subcontractors	Greater chance of out-of-town general contractor and sub-contractors	Greater chance of out-town general contractor and subcontractors	Greater chance of out-town general contractor and subcontractors	Lesser chance of out-of-town subcontractors
City Administration	Greatest administration	Easy administration	Easy administration	Easiest administration	Easy administration (significant contracts)
Change Orders	Greater chance	Lesser chance	Greater chance	Lesser chance	Lesser chance
Time	Start of construction-early fall.	Probably adds 3 + months to start of construction	Category A-start of construction early fall; Category B-adds at least one month	Category A-start of construction early fall; Category B-adds at least one month. Construction time may improve.	Start of construction-early fall. Construction time may improve.
Risk	Highest	Moderate	Moderate	Lowest	Moderate +
Public Works License	Subcontractors only	Yes	Yes	Yes	Yes
Notes	May be useful for skate park component.		Category A-Contractor not pre-qualified; one stage process. Category B-Contractor pre-qualified; two stage process.		



# Emergency Services Consulting International

www.esci.us • info@esci.us • 800.757.3724

## PERSONAL SERVICES AGREEMENT

This agreement made this \_\_\_\_\_ day of \_\_\_\_\_, 2010, by and between the Cities of Hailey and Bellevue and Wood River Fire & Rescue, Idaho, (*Participating Entities*) 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 the scope of work herein attached as **Attachment A** to be made and performed, the *Participating Entities* 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 Fire and Emergency Medical Services Study.
2. *ESCI* will furnish labor, materials, and other services necessary to conduct the analysis for *Participating Entities*, and *Participating Entities* shall provide to *ESCI* the information, data, and assistance required as specified in the attachment.
3. The *Participating Entities* shall pay *ESCI* a sum not to exceed Forty-seven Thousand Nine Hundred Thirty Nine Dollars (\$47,939) inclusive of expenses. Expenses are anticipated to include travel, lodging, meals, postage, and copying.
4. *ESCI* shall bill each of the *Participating Entities* for one third of the sum identified above according to the following:
  - A. 10% payment due upon signing agreement
  - B. Monthly invoicing as work progresses as determined in Task 1
  - C. Payment shall be made within 30 days of receipt of invoice
5. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
6. The laws of the State of Idaho shall govern this agreement.
7. *ESCI* shall comply with all federal, state, and local laws applicable to the work under this agreement.
8. Termination. This Agreement may be terminated by the *Participating Entities* upon 30 days written notice to *ESCI*, in which event *ESCI* shall be compensated for work performed to the date of such termination.
9. Amendment. This agreement may be amended by mutual written agreement of all parties.



10. 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 the *Participating Entities* and will not be under the direct control of the *Participating Entities*. Because *ESCI* is an independent contractor, the *Participating Entities* 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 the *Participating Entities*.

11. Indemnification. *ESCI* agrees to indemnify, defend, and hold harmless the *Participating Entities* 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.

12. 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.

13. 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.

**City of Hailey**

By: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature

**City of Bellevue**

By: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature

**Wood River Fire & Rescue**

By: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature

**Emergency Services Consulting International**

By: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature



**Scope of Work – Fire and Emergency Medical Services Study  
City of Hailey, City of Bellevue, and Wood River Fire & Rescue, Idaho**

**Phase I: Project Initiation**

**Task 1-A: Project Initiation and Development of Work Plan**

ESCI will converse with the management teams or their project liaisons of the organizations involved in the study to gain a comprehensive understanding of the communities' backgrounds, goals, and expectations for the project. ESCI's project manager will develop and refine a proposed work plan that will guide the project team. This work plan will be developed identifying:

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

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

**Task 1-B: Acquisition and Review of Background Information**

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

- Past or current emergency service studies or research
- Community Comprehensive Plan documents, including current and future land use information
- Local census and demographics data
- Zoning maps and zoning codes
- 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 for each community
- Facilities and apparatus inventories
- Local collective bargaining agreements, 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: Primary Fieldwork and Stakeholder Input**

The ESCI project team will conduct site visits in each community and department for the purpose of conducting interviews with and gathering information from key personnel, including:

- Elected or appointed officials
- Fire department managers and other key staff
- Finance function managers
- Community planning staff
- Human resource function coordinators
- Employee and volunteer groups
- Others as they may contribute to this project

The project team will interview key stakeholders of any organization associated with this study. 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.

In addition, ESCI will conduct a bi-weekly progress report with the fire chiefs of each community and collectively meet (via WebEx) with the agency representatives approximately 90 days after initiation of the project to review initial findings.

### **Phase II: Baseline Agency Evaluations**

The initial phases of the study focus on a baseline assessment of the current organizational conditions of each agency and current service performance of the departments and the study area as a whole. ESCI will conduct an organizational review of these departments based on the elements included in the following tasks. The purpose of this evaluation is to assess the agencies' 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 each 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 organizations' basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Availability of standard operating guidelines, rules and regulations and policies
- Internal and external communications processes
- Identification of critical issues and future challenges
- Decision making process
- Document control and security
- Reporting and recordkeeping
- Financial controls

### **Task 2-C: Organizational Planning Processes**

The planning process of each organization shall be identified and reviewed. Key components include:

- Organization and implementation of planning efforts
- Adequacy of the current planning process
- Operational planning within the organization
- Master planning within the organization
- Future planning needs

### **Task 2-D: Personnel Management**

The organizations' personnel management and human resource systems will be reviewed, focusing on:

- Policies, rules, regulations, manuals, and handbooks
- Reports and recordkeeping
- Compensation and benefits
- Labor-management relationships and issues
- Certifications and licensing
- Disciplinary process
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

### **Task 2-E: Staffing**

ESCI will review the departments' staffing levels. Tasks to be completed include:

- Administration and support staffing levels
- Operational staffing levels for fire and EMS response
- Utilization of career and volunteer companies (if applicable)



- Responsibilities and activity levels of personnel
- Agency cultural diversity

### **Task 2-F: Capital Assets and Capital Improvement Programs**

ESCI will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of those assets. Methods of financing capital needs will also be reviewed. The observations will include:

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

- Design
- Construction
- Safety
- Environmental issues
- Location
- Code compliance
- Staff facilities
- Efficiency
- Future needs and viability
- Volunteer access viability

**Apparatus/Vehicles/Equipment** - Review and make observations and recommendations regarding condition and inventory of apparatus. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulations compliance
- Future needs
- Support and personal protection equipment

### **Capital Improvement Planning**

- Existing capital replacement planning will be reviewed and evaluated

### **Task 2-G: 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:

- Demand Study –
  - Analysis and geographic display of current service demand by incident type and temporal variation
- Distribution Study –
  - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies
- Concentration Study –
  - Analysis of response time to achieve full effective response force
  - Analysis of company and staff distribution as related to effective response force assembly
- Performance Summary –
  - Analysis of actual system reflex time performance, analyzed by individual components (to the extent data is available)



- Incident control and management
- Water supply
- Mutual and automatic aid systems

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

Evaluate the current Emergency Medical Services support and oversight mechanisms including:

- Current medical control and oversight
- Quality assurance/quality improvement mechanisms in place
- System integrity in regards to required credentialing

### **Task 2-I: Training Program**

The ESCI project team will review and make observations in critical areas involving training functions and support. Items to be reviewed include:

- General training competencies
- Training program administration
- Training schedule
- Training facilities
- Training program goals and objectives
- Training procedures and manuals
- Recordkeeping
- Clerical support
- Methodology used for training
- Department operations and performance
- Administrative priority toward training
- Personnel to be trained

### **Task 2-J: Fire Prevention/Public Education Program**

ESCI will review the departments' efforts toward fire prevention and public education programs. Elements to be evaluated include:

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and Life-Safety public education programs
- Fire investigations
- Data collection and analysis

### **Interim Deliverable: Agency Evaluation Report Draft**

ESCI will develop one printed draft copy for each agency (plus an electronic version) of the Agency Evaluation section of the report to evaluate. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the agency evaluation draft prior to the beginning of Phase III. The draft 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 Geographical Information Systems analysis as necessary.

### **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 these organizations 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.

#### **Task 3-C: Community Risk Analysis**

Land use and zoning classifications will be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography. This process will be completed with GIS software for the study area as a whole and will consider:

- Population and population density
- Demographics
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes

### **Phase IV: Future Delivery System Models**

The project concludes with strategies intended to place these organizations in a position to successfully serve their 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. Additionally, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

#### **Task 4-A: Development of Response Standards and Targets**

An appropriate set of response performance goals will be developed for the study area, matching the nature and type of risks identified in the previous report sections. The performance goals shall be developed with consideration to:

- Incident-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Time standards that will provide for effective initiation of critical tasks and functions

These performance goals will be developed for application to the entire study area, with consideration given to varying levels of risk, density of population, and service demand. Where appropriate, service delivery planning zones will be developed to allow for the application of urban, suburban, rural, or wilderness levels of service performance goals. ESCI's project team will work directly with the project liaisons to achieve consensus on the performance goals.

#### **Task 4-B: Recommended Long-Term Strategy**

ESCI will develop a recommended long-range option for resource deployment that will improve the region's level of service towards the identified performance objectives and targets. This may include but is not necessarily limited to specific options regarding:

- Relocation of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Future administrative and support personnel
- Deployment of special units or resources
- Additional infrastructure or facilities for administration and support programs
- Options for emergency medical services delivery

ESCI will evaluate and present in graphical and descriptive format for the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance goals
- Potential negative consequences

#### **Task 4-C: 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
- Enhanced cooperative service among communities or agencies

- System funding and cost recovery
- Others

### **Phase V: Future Opportunities for Cooperative Efforts**

ESCI will use the completed evaluation of each agency and the assessment of future emergency services infrastructure needs to identify opportunities and feasibility for cooperative efforts. The ESCI project team will identify areas of duplication that can be reduced through consolidation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire service consolidation efforts.

Items in this section of the report include the areas listed below. The detailed information provides department heads and elected officials with the information necessary to make important decisions regarding emergency services consolidation. Included are:

#### **Task 5-A: General Partnering Strategies**

The various partnering strategies are described, beginning with a do-nothing approach and ending with complete consolidation of the agencies into a new emergency service provider. The following alternatives will be evaluated and discussed:

- Complete autonomy
- Advanced auto aid systems
- Functional consolidation
- Operational consolidation
- Legal unification or merger

#### **Task 5-B: Options for Shared Services**

The study takes into account the many shared issues that face each agency and how such matters affect the effort to construct a regional model for efficient service. These issues are identified and analyzed. With each presented option for shared services, ESCI will evaluate and discuss the following:

- Level of cooperation
- Estimated timeline for completion
- Affected sections, i.e. Administration, Operations, Support Services
- Affected stakeholders
- Objective of strategy
- Summary of strategy
- Guidance
- Fiscal considerations
- Social/cultural considerations
- Policy actions

### **Task 5-C: Fiscal Analysis**

ESCI uses computer-driven model budgets for each agency to allow a comparative examination of the actual public costs for each fire agency, and as a tool for analyzing the financial effects of any type of consolidation or cooperative effort. Budget modeling is also used to measure the effects of the proposed change(s). Funding mechanisms are identified and comprehensive financial outcomes are provided for each consolidation strategy offered.

- Review and analyze department budgets and revenues
- Develop projected consolidated budget extending to a minimum of five years
- Identify financial issues of consolidation
- Identify impact on dispatch fee structure
- FLSA 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

Fiscal analysis is an important component of the emergency services evaluation. Long-term survival of an emergency services system requires that the system be adequately funded. ESCI determines the fiscal state of each agency, and develops recommendations on improving the financial resources available for emergency services. All recommendations are consistent with the municipalities' financial capability to provide adequate, cost effective services to citizens. In addition, budgeting practices are thoroughly examined, and alternate methodologies may be suggested.

In addition to the fiscal state evaluation of each agency, ESCI will present an evaluation of various funding alternatives to assist the region in the sharing of the cost of providing any consolidated or merged emergency services. Presented alternatives will include but not necessarily be limited to the following:

- Funding based on:
  - Redirected funds
  - Charitable foundations
  - Mill levy
- Cost allocation based on:
  - Area
  - Assessed value
  - Deployment
  - Service demand
  - Fixed rate
  - Population
  - Multiple variables

### **Task 5-D: Findings, Recommendations, and Plan of Implementation**

Any cooperative venture among the agencies presents the organizational leaders with a series of challenges. Successful implementation of this proposal will require that significant matters

be addressed regardless of which form of consolidation is chosen. Those issues will be identified here.

- Findings
  - Feasibility of each option will be presented
- Preferred Option
  - The preferred option or options will be presented and discussed at length
- Policy Action
  - Necessary policy action by the elected bodies will be described
- Timelines
  - The recommendations outlined in this section provide general completion timelines offered to guide the agencies in developing a more detailed listing during the formal planning process
- Process Issues
  - Strategic planning, legal considerations, management and governance, funding and other issues will be provided in detail
  - Impact on extraterritorial service contracts

#### **Interim Deliverable: Opportunities for Cooperative Efforts Draft Report**

ESCI will develop and produce one printed draft copy for each organization (plus an electronic version) of the "Opportunities for Cooperative Efforts" section of the report for review by the project committee to discuss recommendations and revisions. An adequate opportunity will be provided for review and discussion of the draft feasibility report prior to completion of the full final written report.

### **Phase VI: Development, Review, and Delivery of Final Project Report**

#### **Task 6-A: Delivery and Presentation of Final Project Report**

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report for each organization, along with an electronic version in pdf file format.

A formal presentation of the project report will be made by ESCI project team member(s) to a joint meeting of the community leaders and/or organizations included in this study. The presentation 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)