

SOUTH WALTON FIRE DISTRICT

911 North County Highway 393, Santa Rosa Beach, Florida 32459

"Prompt, Competent, Caring Response in Time of Need"



Ryan H. Crawford
Fire Chief / Administrator

Notice of Intent to Award a Sole Source Procurement

Subject: Long Range Master Plan

Date: April 26, 2019

Written Response Due: May 3rd, 2019

Time: 8:00 AM. CST

E-mail Address: rlund@swfd.org

Fax Number: 850-267-3294

This is not a Request for Proposals and there is no solicitation available. The proposed contract action is for product or services for which the South Walton Fire District intends to negotiate and award with only one source under the authority of the South Walton Fire District and State of Florida Statute 287.057(5)(3)(c). Any responses received as a result of this Notice of Intent shall be considered solely for the purpose of determining whether to conduct a competitive procurement. Responses will not be considered as proposals, bids, or quotes.

South Walton Fire District intends to negotiate sole-source procurement to use professional consulting services to acquire a Long-Range Master Plan for the South Walton Fire District. The District would contract this procurement with Emergency Services Consulting International (ESCI).

Interested firms or individuals may identify their interest and capability to respond to the requirement by submitting in writing their name, address, point of contact, telephone number, email, and a statement regarding capability to provide the specified procurement. Interested firms will be considered only if they respond with clear and convincing documentation that they are capable of meeting or exceeding the requirements stated herein. All responses received within seven (7) calendar days after the date of publication of this synopsis will be reviewed by the District. A determination by the Fire Chief / Administrator not to compete this proposed action based on the responses to this notice is solely within the discretion of the Fire Chief / Administrator.

All responses must be in writing and returned to ATTN: Robbie Lund, Administrative Assistant South Walton Fire District; 911 North County Highway 393, Santa Rosa beach, FL 32459 by: Facsimile number 850-267-3294, e-mail rlund@swfd.org

Leadership . Teamwork . Integrity . Community Service

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SOUTH WALTON FIRE DISTRICT SOLE SOURCE OR SINGLE SOURCE PURCHASE FORM

Department: Administration

Vendor: Emergency Services Consulting International

Vendor Phone Number: 800-757-3724

How many individuals, companies, and/or manufacturers were contacted about this?
One (1)

If sole source purchase, please explain the characteristic(s) of the product or service that limits competitive bidding.

Emergency Services Consulting International (ESCI) dba an Oregon corporation in Wilsonville, Oregon via the FireRescue GPO group purchasing. FireRescue GPO is a program of NPPGov providing fire departments access to publicly solicited contracts from vendors who supply goods and services to the fire service. Contracts are created through a public RFP process by a Lead Public Agency that allows members to "piggyback" on the contract, eliminating the need to complete their own RFP process.

Fire Chief / Administrator Signature: _____ Ryan H Crawford _____ Date: April 26, 2019

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Project Scope of Work

The Long-Range Master Plan is designed to assist your District with quantifying its current service to the community, evaluating service delivery and response performance, identifying forecast growth and resultant future service demand, and developing strategies for meeting projected needs.

In brief, the Master Planning Process is designed to answer three questions:

1. **Where is our organization today?** This is achieved via a detailed evaluation of the fire department as it is currently configured.
2. **Where will we need to be in the future?** This is based on ESCI's analysis of past and future population growth and forecast future service demand.
3. **How will we get there?** Providing short and long-range future strategies, designed to address long term, future needs.

The Long-Range Master Plan Scope of Work is below:

Phase I: Project Initiation

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

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

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

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

Task 1-B: Acquisition & Review of Background Information

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

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

Task 1-C: Stakeholder Input

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

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

The project team will interview key stakeholders of 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 the availability of data necessary to meet projected goals.

Phase II: Evaluation of Current Conditions

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

Task 2-A: Organization Overview

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

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

Task 2-B: Management Components

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

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

Task 2-C: 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 capital assets and their viability for continued use in future service delivery, including:

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

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

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

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

Task 2-D: Staffing and Personnel Management

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

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

Personnel management systems will also be reviewed, focusing on:

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

Task 2-E: Service Delivery and Performance

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

- Service Demand Study—
 - Analysis and geographic display of current service demand by incident type and temporal variation
- Resource Distribution Study—
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems, with identification of service gaps and redundancies
- Resource 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
- Response Reliability Study—
 - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
 - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
 - Analysis of call concurrency and impact on effective response force assembly
- Response Performance Summary—
 - Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)
- Mutual and Automatic Aid Systems

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

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

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

Task 2-G: Support Programs

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

Training

- General training competencies
- Training administration
- Training schedules
- Training facilities
- Training procedures, manuals, and protocols
- Training record keeping

Life Safety Services (Fire Prevention)

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

Phase III: Future System Demand Projections

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

Task 3-A: Population Growth Projections

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

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

Task 3-B: Service Demand Projections

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

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

Task 4-A: Review of Response Standards and Targets

The establishment of fire and EMS response time standards and targets is a process that is undertaken by the local jurisdiction, based on their assessment of community risk, citizen expectations, and the agency's capabilities. As consultants, ESCI's role is not to set response standards for the community, but rather provide assistance with data analysis and comparison to industry standards to assist the agency in developing service delivery goals.

ESCI will identify the current level of emergency services provided by the department and compare the department's performance to industry standards and best practices, such as the standards described by the Insurance Services Office (ISO), National Fire Protection Association (NFPA), Center for Public Safety Excellence (CPSE), and locally adopted performance objectives.

A review and discussion of existing response performance goals, if in place, will be provided matching the nature and type of risks identified in the previous report sections. The performance goals shall be discussed with consideration to:

- Resource Distribution – Initial attack (first due) resources for risk-specific intervention
- Resource Concentration – Effective response force assembly (apparatus and personnel), of the initial resources necessary to stop the escalation of the emergency for each risk type

Task 4-B: Recommended Long-Term Strategy

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

- Any relocations of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Future administrative and support personnel
- Deployment special units or resources
- Additional infrastructure or facilities for administration and support programs

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

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- 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 agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task 4-D: Cost Projections

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

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

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

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

Phase V: Development, Review, and Delivery of the Project Report

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

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

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

Task 5-B: Delivery and Presentation of the Final Report

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report along with an electronic copy in PDF file format. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)

Optional Sections to Be Added or Substituted

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

Add on to Task 2-G: Support Programs

Communications

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

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

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

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

Task 2-I: HAZMAT Services Support and Response Capability

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

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

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

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

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