



Emergency Services
Consulting International

PERSONAL SERVICES CONTRACT

This agreement made this ____ day of ____ 2016, by and between the **City of Mount Pleasant** and **Emergency Services Consulting International** doing business as an Oregon corporation in Wilsonville, Oregon, hereinafter called **ESCI**.

WITNESSETH:

1. For and in consideration of the payment, agreements, and scope of work herein attached as **Attachment A** to be made and performed, Client and **ESCI** hereby agree to commence and complete the consultation, to provide the work described, and comply with the terms of the contract to conduct an Agency Evaluation and Cooperative Efforts Feasibility Study.
2. **ESCI** will furnish labor, materials, and other services necessary to complete the **Project** for Client, and Client shall provide to **ESCI** the information, data, and assistance required as specified in the attached scope of work.
3. Fees: The Client shall pay **ESCI** a sum not to exceed **Twenty Nine Thousand, Nine Hundred Eighty-Five Dollars (\$29,985) including expenses**. Client shall pay **ESCI** according to the following schedule:
 - A. 10% due at contract signing
 - B. Monthly payments as work progresses
 - C. Payment shall be made within 30 days of receipt of invoice
4. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
5. The laws of Texas shall govern this agreement.
6. **ESCI** shall comply with all federal, state, and local laws applicable to the work under this agreement.
7. Termination. Client may terminate this agreement for any reason upon thirty (30) days written notice to **ESCI**. Payment for all work completed and expenses incurred up to the time of termination shall be due immediately upon termination by Client.
8. Amendment. This agreement may be amended by mutual written agreement of all parties.
9. Independent Contractor. **ESCI** is engaged as an independent contractor and will be responsible for any federal or state taxes applicable to the payments under this agreement. **ESCI** is not currently employed by Client and will not be under the direct control of Client. Because **ESCI** is an independent contractor, Client will not be liable for any tax withholding, social security payments, state workers' compensation insurance, unemployment insurance, retirement system payments, or other similar expenses normally payable on behalf of employees of Client.
10. Indemnification. **ESCI** agrees to indemnify, defend, and hold harmless Client and its officers, agents and employees, from and against any and all claims, losses, actions, or judgments for damages or

injury to persons or property arising out of or in connection with the acts and/or any performances or activities of ESCI, ESCI's agents, employees, or representatives under this Agreement.

11. Attorney Fees. If suit, action, or arbitration is brought either directly or indirectly to enforce the terms of this agreement, the prevailing party shall recover, and the losing party hereby agrees to pay, reasonable attorney's fees incurred in such proceeding, in the trial and appellate courts, as well as costs and disbursements as ordered by a court of competent jurisdiction.
12. This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. None of the parties to this agreement have relied upon inducements, concessions, or representations of fact, except as set forth in this agreement.

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

City of Mount Pleasant

By: _____ Title: _____ Date: _____
Signature

Emergency Services Consulting International

By: _____ Title: _____ Date: _____
Signature

Scope of Work

City of Mount Pleasant

Agency Evaluation and Cooperative Service Analysis of City and County Fire Services

Phase I: Project Initiation

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

ESCI will coordinate with the assigned project manager, Titus County Committee and various governments and organizations involved in the study or their project liaisons 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 & Review of Background Information

ESCI will request pertinent information and data from each organization's assigned point of contact. 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
- Employee hand books and policies/Local collective bargaining agreements, if applicable
- Automatic and mutual aid agreements
- Records management data, including NFIRS incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Stakeholder Input and Data Collection

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

- Fire department officers and firefighters
- Finance function managers
- Community planning staff
- Human resource function coordinators
- Employee and volunteer representatives
- 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.

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:

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| • Service area population and demographics | • agencies governance structure, policies |
| • History, formation, and general description of the fire agencies | • Governance and lines of authority |
| • Description of the current service delivery infrastructure | • Foundational policy documents |
| • Review city, county and volunteer | • Organizational design |
| | • Operating budget, funding, fees, taxation, and financial resources |
| | • Overhead succession planning |

Task 2-B: Management Components

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

- | | |
|--|----------------------------------|
| • Mission, vision, strategic planning, goals, and objectives | • processes |
| • Internal assessment of critical issues | • Document control and security |
| • Internal assessment of future challenges | • Reporting and recordkeeping |
| • Internal and external communications | • Information technology systems |
| • Regulations compliance | • Risk Management policies |
| | • Current contracts for service |
| | • Future needs |

Task 2-C: Staffing and Personnel Management

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

- | | |
|--|---------------------------|
| • Review and evaluate administration and | • support staffing levels |
|--|---------------------------|

- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Analyze current standard of coverage and staffing performance for incidents
- Review firefighter/EMS staff distribution
- Review utilization and sustainability of career and volunteer companies, where applicable
- Review responsibilities and activity levels of personnel
- Identify staffing issues post transition to a new organization

Personnel management systems of the departments will also be reviewed, focusing on:

- Quality and status of job descriptions
- Member recruitment and retention efforts and programs

Task 2-D: Service Delivery and Performance

ESCI will review and make observations in areas specifically involved in, or affecting, service levels and performance of the City of Mount Pleasant Fire Department, and associated service delivery under mutual aid agreements or when operating in concert with one another in the study area. Areas to be reviewed shall include, but not necessarily be limited to:

- Demand Study –
 - Analysis of current service demand by incident type and temporal variation for each individual organization
 - Analysis and geographic display of current service demand density within the overall study area
- Distribution Study –
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies. This distribution study will be conducted for the study area as a whole, with all existing facilities included in the analysis.
- Concentration Study –
 - Analysis of geographic display of the response time necessary to achieve full effective response force arrival in the study area using existing distribution of all organizational resources
 - Analysis of company and staff distribution as related to effective response force assembly in the study area
- 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
- Performance Summary –

- Analysis of actual system response time performance, analyzed by individual companies (to the extent data is available). Performance analysis will be conducted for each jurisdiction individually and for the study area as a whole.

Task 2-F: Support Programs

ESCI will review and make overall observations involving support programs within each organization 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 recordkeeping

Life Safety Services (Fire Prevention)

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Information systems capacity and operation
- 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
- Past and future annexation impacts
- ISO rating impact

Task 3-D: Development of Response Standards and Targets

An appropriate set of response performance goals will be developed for the fire department 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
- A validated methodology for complying with recommended performance measures

Phase IV: Future Opportunities for Cooperative Efforts

ESCI will use the completed baseline assessment of each agency to identify opportunities and feasibility for cooperative efforts. The project team will identify areas of duplication that can be reduced through cooperative 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.

Task 4-A: General Partnering Strategies

The various partnering strategies are described, beginning with a Status Quo approach and ending with comprehensive integration of participating agencies within legal requirements. The following alternatives will be evaluated and discussed:

- Continuation of existing ILAs (status quo)
- Amendments to existing ILAs
- Provide fire protection as individual agencies
- Operational unification
- Merger / consolidation
- Annexation

Task 4-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. Within each presented option for shared services, ESCI will evaluate and discuss the following:

- Level of cooperation
- Estimated timeline for completion
- Affected section, i.e. Administration,
- Operations, Support Services
- Affected stakeholders
- Objective of strategy

- Summary of strategy
- Guidance
- Fiscal considerations and transition
- costs
- Social considerations
- Policy actions

Task 4-C: Fiscal Analysis

Fiscal analysis is an important component of the emergency services evaluation. ESCI determines the fiscal state of each organization, and develops recommendations on improving the financial resources available for emergency services. 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. Long-term sustainability 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 organizations' financial capability to provide adequate, cost effective services to citizens. In addition, budgeting practices are thoroughly examined, and alternate methodologies may be suggested.

- Review and analyze department budgets and revenues expenditures, employment costs, audit reports and long-range financial plans.
- Comparative analysis demonstrating cost, funding and efficiency in relation to neighboring jurisdiction and similar jurisdictions
- Review and analyze the impacts that potential changes may have on each jurisdiction under the options (as identified in Task 3-A)
- Conceptual budgets for each option (as identified in Task 3-A) extending to a minimum of five years
- Identify financial costs of transition
- Identify financial issues of consolidation.
- Identify areas of short and long-term savings and costs

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:
 - Sales tax
 - Special taxes
 - Benefit assessments
 - User fees
 - Augmentation to sales tax
 - Other rates and charges
- Cost allocation based on:
 - Area
 - Assessed value
 - Deployment
 - Service demand
 - Fixed rate
 - Population
 - Multiple variables

Task 4-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 be 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
- Multi Year implementation plan with associated cost estimates
 - Critical task and pathway list
 - Associated cost by task and major initiative
 - Identify responsible person with associated completion dates for tasks and initiatives
- Process Issues
 - Strategic planning, legal considerations, management and governance, funding and other issues will be provided in detail

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

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

ESCI will develop and produce two (2) copies per organization of a draft version of the written report, along with an electronic version in .pdf file format 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 catalogued
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary

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

ESCI will complete any necessary revisions of the draft and produce two (2) copies per organization of the bound, final version of the written report, 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)

Phase VI: Public Input on Recommendations

Task 6-A: Public Input Meetings

At the conclusion of Phases I, II and III, ESCI staff will facilitate a community public input meeting intended to provide information and gather input from members of the general public, community organizations, and neighborhood associations. In order to assess public sentiment toward potential future system changes, discussions will center on the following issues:

- Customer perception of emergency services
- Desired level of service
- Support for a consolidated emergency services system
- General input the project team will prepare survey instruments, questionnaires and forms to be used during the community meeting. Professional graphics and a presentation of study objectives will be used to increase customers' understanding of their role in the process. The results of the assessment of current resources, projections of future demand and risk, and the fire service costs and existing funding sources will be summarized, presented and discussed in the public input meeting. Data and input gathered from the meeting will be summarized within the study, as well as during meetings with internal stakeholders. ESCI will provide facilitation staff for the public meeting, but will expect the client to assist with logistics, scheduling, meeting locations, and public advertising.

Phase VII: Salary Survey

Task 7-A: Compensation Survey

Conduct a salary/compensation survey for Mt. Pleasant Fire Department Personnel;

- Utilize the following jurisdictions for the salary/compensation survey: Lufkin, Nacogdoches, Greenville, Paris, Marshall, Sulphur-Springs, Jacksonville, Kilgore, Athens, Terrell, Sherman, and Rockwall
- Survey average hours per week worked by the identified comparable jurisdictions
- Make salary range recommendations for existing and proposed positions
- Make salary range recommendations for each position based on the mean and median salaries for the identified comparable jurisdictions
- Conduct incentive and certification pay program survey utilizing the identified surveyed jurisdictions and make recommendations of Mt Pleasant Fire incentive and certification programs.