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PROJECT TITLE	EXHIBITS (List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)
CONTRACTOR	CITY OF REDMOND PROJECT ADMINISTRATOR (Name, address, phone #) City of Redmond
CONTRACTOR'S CONTACT INFORMATION (Name, address, phone #)	BUDGET OR FUNDING SOURCE
CONTRACT COMPLETION DATE	MAXIMUM AMOUNT PAYABLE

THIS AGREEMENT is entered into on _____, 20__ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. **Retention of Consultant - Scope of Work.** The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. **Completion of Work.** The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. **Payment.** The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.

C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.

11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the
day and year first above written.**

CONSULTANT:

CITY OF REDMOND:

By: _____
Title: _____

Angela Birney, Mayor
DATED: _____

ATTEST/AUTHENTICATED:

City Clerk, City of Redmond

APPROVED AS TO FORM:

Office of the City Attorney

RFP 10668-19 Fire Department Master Plan

Exhibit A – Scope of Work

Overview

The consultant's work, in collaboration with the Department's project team, will be conducted in three phases, including:

1. a review of current conditions with an analysis of existing strengths, weaknesses, opportunities, and threats (SWOT);
2. evaluation of the analytics and modeling generated by Redmond Fire for future service demands;
3. and development of a Master Plan that is compliant with Functional Plan requirements as described in Capital Facility Element of the Comprehensive Plan.

Phase 1: Review and evaluation of current organizational conditions

The consultant will complete a comprehensive review of the Redmond Fire Department's current organizational and service delivery configuration. The purpose of the evaluation is to assess the agency's operation in comparison to industry standards and best practices along with compatibility with the City's mission, vision, and values. The effort will also focus on creating benchmarks against which the options for future service delivery can be measured. The study shall focus on a baseline assessment of the current conditions and current service delivery performance of the Department's emergency services, fire prevention, training, apparatus maintenance, and emergency management functions, and identify what changes should and/or could be pursued to be more effective as it relates to our six (6) year plan and continuing through to 2040.

The consultant shall conduct an organizational analysis of the Department based on the elements included in the following tasks:

Development of Stakeholder Input

The selected consultant will be involved and facilitate with Fire staff, the solicitation and analysis of input from key stakeholders in the Department, and other departments of the City. Sources of data will also include Redmond City Council, external organizations, community members, labor organization representatives, Department staff, and others the project team determines to involve.

The consultant will provide input into the design of questions/inquiries that can be used by Fire staff to solicit desired and relevant customer input/feedback. Also, the consultant will identify other input and data needed to assess customer feedback and analyze the Department's ability to meet community desires.

Review of Existing Organizational Conditions

An in-depth study of the organization will be conducted, including an evaluation of:

1. Service area characteristics
2. Organizational configuration
3. Current service delivery infrastructure
4. Management capacity, configuration, and lines of authority
5. Daily minimum staffing requirements
6. Management and administrative support capacity
7. Capital infrastructure including facilities, apparatus, and equipment
8. Fire prevention staffing and capacity
9. Apparatus repair and maintenance staffing and capacity
10. Emergency response resource deployment and performance for fire and emergency medical incidents
11. Emergency medical services delivery and system oversight
12. Specialized rescue services response capability
13. Training programs, including assessment of the current cooperative regional training program relationship

The consultant will develop a report detailing organizational capabilities and challenges, goals, and objectives for maintaining and improving services, and development of performance measures to quantify progress.

The report will outline a plan addressing the areas discussed above, with a particular focus on department administration and emergency services. The report will identify needs and strategies necessary for effective service delivery for the subsequent twenty years. Key components include:

1. Review and refinement of departmental mission, vision, and values statements that demonstrate alignment with the City's mission, vision, and values
2. Development of departmental goals and target objectives for moving forward over the next six (6) years (2020-2026)
3. Description of recommended actions to achieve goals and objectives including organizational changes, investments, new or modified laws or regulations, and partnerships
4. The estimated cost of proposed changes and or enhancements to the current system
5. Recommended methodology and data to inform an update of Redmond's fire impact fees

6. Establishment of performance measures relative to goals and objectives

Phase 2: Future Service Demand

Review of Analytics and Modeling Used by Redmond Fire

The selected consultant will evaluate the internal analytics and modeling used by the Department. This evaluation will outline the accuracy and reliability of the statistical model and its validity in projecting current and future demand. The consultant will integrate the internal analytics and modeling into the Plan. If the analytics are found to be not valid, the consultant will generate a detailed report with citations. This report will include findings and recommendations to resolve identified errors. The consultant will perform its own assessment to address Phases 2 and 3.

Utilizing the internally generated analytics and model used by the Department, the consultant will conduct an evaluation of community population and employment trends, City development projections, the impact that future density will have on demands for future services, and an assessment of community risk as well as opportunities for innovation as they relate to current and future service delivery capacities.

Analysis of Future System Demand

Evaluate the projected future service delivery needs model developed internally within the Department to assess its validity and accuracy compared to industry standard modeling. This will include:

1. Projected population growth
2. Future service demand as it relates to increasing density and congestion
3. Analysis of future risk to service delivery
4. Assessment of innovation opportunities available to address risk as well as improve future service delivery capacities

Analysis of Future Delivery System Models

Evaluate the delivery system model generated by the Department to assess its ability to meet future service delivery needs and offer optional service delivery models to address identified gaps to increase innovation, effectiveness, and efficiency. This will include:

1. review and analysis of response standards and development of revised standards as appropriate
2. recommendation for long, mid, and short-term strategies for service delivery to meet the standards

Phase 3: Strategic Plan, including a Functional Plan

This Strategic Planning effort is intended to fall in line with the City's overall Comprehensive Planning effort. As such, it needs to follow established guidelines and procedures to ensure compliance. A key component of this planning effort will be an assessment of the Department's capital facility needs and strategies for addressing such needs, referred to as a Functional Plan, that is consistent with policies outlined in Section B of the Capital Facilities element of the Comprehensive Plan.

Development of Functional Plan

Incorporating data and information gathered in Phases 1 and 2 of this planning effort, the Functional Plan portion of the Strategic Plan will include, at a minimum:

- A description of the current capital facility infrastructure and the scope and cost of its operation and maintenance
- A description of current capital facility deficiencies and appropriate funding strategies to remedy these deficiencies
- An analysis of capital facilities needs through the year 2040, and estimated costs to meet those needs
- An analysis specifying how capital facilities will be financed and maintained
- A description of the Functional Plan's public outreach, participation, and review process
- A set of criteria to be used to prioritize projects and inform the City's Six-Year Capital Improvement Program (CIP) and long-term capital investment strategic plan
- A description of how the Functional Plan and supporting documents respond to the Growth Management Act requirements
- An analysis indicating that the Functional Plan is consistent with the Comprehensive Plan policies, Zoning Code regulations, and the capital investment strategic plan.

RFP 10668-19 Fire Department Master Plan

Exhibit B – Work Schedule

I. Phase 1 - Review and Evaluation of Current Organizational Conditions

Task 1 Initiate the project and document Fire Service trends and issues that led to this study.

The purpose of this first task is to develop a thorough understanding of issues and expectations of all key parties to the study. Completion of this task will include:

- Interview the Mayor and City Council, if desired, other elected officials, including the Fire District Board. During the course of these interviews, the project team will explore the following:
 - Attitudes toward current service levels and service responsiveness of the fire department.
 - Views toward any unmet fire department related needs.
 - An understanding of cost of service trends and issues.
 - An understanding of emergency medical services response in the City.
 - Growth prospects for the City and surrounding areas over the next 10 years, including traffic projections.
- Interview the Chief and chief officers in the Redmond Fire Department. These interviews would review and discuss such issues as the following:
 - How the Fire Department currently serves the City.
 - Trends and issues that have arisen over the past few years in providing emergency services in the City.
 - Service and resource allocation issues facing the department that could further impact service delivery in the City.
 - Regional public safety service issues.

- We would also interview other department and City representatives at the outset, including the following:
 - Fire Department collective bargaining group representatives.
 - Human resources and other key internal service department representatives.
 - We would also identify regional agency representatives for later contact regarding the cooperative service delivery options.

Finally, this task would also start the process of identifying key data sources.

TASK 1 RESULT

The result of this task would be a final project work plan reflecting the project team's updated understanding of the project and development of a weekly schedule and task plan for the project.

Task 2 Obtain employees perspectives on issues relevant to this study.

In order to maximize input to the study and help build a foundation for the analysis, extensive employee input provides key insights into departmental strengths and issues relevant to the study. We propose three approaches:

- Interviews will be conducted in each functional area of the departments.
- Use of an online anonymous employee survey.
- Conduct of focus group meetings, in a SWOT context (strengths, weakness, opportunities and threats).

We expect to conduct scores of interviews in the Department in order to understand organization and operations, and also, key issues from the perspective of each.

We will also develop an anonymous online employee survey of the department using SurveyMonkey, which ensures that only one response can be completed per individual. The survey will provide all employees with the opportunity to provide input into the study, and will elicit responses on topics including:

- Staffing needs, workload, operations management, and organizational issues.

- Operational policies and procedures.
- Organizational culture issues associated with internal support, first line supervisory and management relations, diversity and sensitivity issues.
- Training, both how new recruits are prepared for service and annual in-service training.
- Uses and potential uses of technology to increase efficiency and the effective use of staff time.

Task 3 Document the Fire Department's staffing, organization management, equipment, technology, and facilities in Redmond.

1. Personnel Assessment

To establish a basis for structuring and comprehensively evaluating the fire personnel needs, we will develop a profile of the Fire Department from an existing state perspective. We will gather and analyze detailed information about the organizational structure, operations and service levels and management systems of the Fire Department. In order to understand the system of fire service delivery and the basis for organizational alternatives, we will document the following:

- An overview of the service area and delivery systems in terms of service levels, deployments, scheduling and operational management of these systems.
- The organization of the Department and lines of authority that run through them. The number of Staff by type authorized in each function of the Fire Department. Workloads and service level performance indicators for each function.
- Roles and responsibilities of Staff.
- Basic and in-service training provided to firefighters as well as any cross training among functions.
- Recruitment, hiring, promotional and retention programs of the Department.
- The technologies in place to facilitate the management of information and effective communications.
- Statistics related to attrition (turnover) for the past three years. Overtime and

on call utilization for the past three years.

- Management and administrative support capacity and practices.
- Emergency Management Division staffing and capacity.
- All costs for the operation of the Fire Department.

2. Capital and Facility Assessment

Stations will be toured to ensure they provide an appropriate and safe location for employees to work and operate. The project team will tour each facility utilized by the Fire Department and:

- **Complete a detailed facilities inventory.** We will meet with facility management personnel to review maintenance histories for each of the fire stations.
- **Conduct a functional analysis of each station.** We will tour each fire station to analyze the building condition, efficiency, square footage, staff per square foot and adjacencies. We will identify underutilized and crowded spaces/conditions. What is the access/egress from the facility? Is the station efficient? Can it accommodate other site amenities? Are there immediate maintenance or improvements needed? Is there proper ingress and egress at the facility? What is the long-term projection for the station life cycle?
- **Inspect the general site conditions.** This assessment will examine all parking lot conditions such as surfacing, sealing and striping, as well as sidewalks and access ramps, steps and entrances into the building. Any deficiencies will be identified and reported. Drainage, fencing and signage will also be examined.
- **Evaluate the building envelope.** The condition of exterior walls, windows, doors and the roof will be assessed, and any required repairs noted, including prior leaks and previous repair attempts. Adequacy of existing parking on-site? Maintenance needs to avoid costly decay of the building elements will be included in the assessment.
- **Evaluate the building interior.** The general conditions of the interior finishes and substrates including walls, floors, insulation, ceilings, doors/hardware and casework/millwork will be assessed for any inefficiencies and required corrections.
- **Identification of life safety issues.** All life safety issues will be identified,

and recommendations made to bring all such deficiencies into compliance. Issues to review include, emergency egress, emergency lighting, alarms and pull boxes, fire suppression systems and the quantity and placement of fire extinguishers.

- **Apparatus assessment.** During the station tours an assessment of the apparatus housed at each station to ensure it meets the current and projected needs of the response area will be conducted with the age, condition and serviceability of the apparatus documented.

TASK RESULT

The data will be profiled in a summary narrative and statistical portrait of fire rescue services in Redmond. This important first deliverable in the project will be reviewed with the City and Department to ensure accuracy.

Task 4 Assess current Fire Department staffing resource needs.

By this point, the project team will have the data needed to evaluate the current staffing levels and deployments. This task will involve the following approaches:

- Evaluate existing fire call response and service levels.
- Determination of personnel net availability, which includes analysis of factors such as a leave, training, administrative tasks and turnover that impact actual on-duty staffing levels.
- Compare call and service demands and identify opportunities for changes in resource deployment.
- Based on an understanding of demand and field unit deployment, evaluate existing staffing policies, scheduling, unit deployment and response approaches.
- Evaluate the current and expected use of overtime and on call utilization to meet daily staffing needs.
- Analysis of time used by fire/EMS units to handle workloads and provide service effectively, including:
 - Call processing, turnout, and travel times by priority level and classification. Total spent handling calls by units (unit hour utilization).

- Consistent allocations workloads among field units.
- In other services, analysis of the ability for staffing levels to support effective operations management:
 - Are spans of control within targeted ranges for individual functions?
 - Are staffing levels sufficient to meet minimum staffing levels without the frequent use of overtime, and what standards are used to determine those requirements?
 - How are priorities and operational decisions supported by data-driven techniques?
- Analyze training programs and facilities and the implications for career development, as well as meeting community needs. This will include an assessment of the cooperative regional training program.
 - Analyze apparatus repair and maintenance staffing and capacity.
- Analyze the workload of fire prevention staff and capacity.
- Review the current health and wellness programs against industry best practices.
- Analyze opportunities to adjust the mutual aid and automatic aid response system in the region.
- Analysis of the specialized rescue services provided and related response capability.
- Evaluate opportunities to enhance periodic performance reporting for internal, as well as for external purposes (i.e., City management, the Council and the community).
 - Evaluate the current mission, vision and values of the Department to ensure they align properly with those of the City.

(1) Workload Factors by Hour and Weekday

In the evaluation of Fire Department services, analysis of call for service demand at a detailed level is able to show whether the strategies for deploying resources

Calls for Service by Hour and Weekday								
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	92	65	89	77	51	79	79	532
1am	105	73	67	66	58	63	83	515
2am	90	60	62	59	42	69	83	465
3am	83	60	63	48	36	70	75	435
4am	85	53	37	35	62	68	40	380
5am	65	64	45	54	43	51	51	373
6am	52	59	65	72	78	65	52	443
7am	77	92	88	72	89	81	63	562
8am	78	112	95	111	105	103	77	681
9am	87	115	115	117	127	114	110	785
10am	98	158	158	132	124	127	131	928
11am	106	129	154	128	157	168	139	981
12pm	134	157	149	134	126	158	156	1,014
1pm	141	170	165	120	132	144	148	1,020
2pm	128	153	154	141	126	152	136	990
3pm	120	172	137	163	159	162	127	1,040
4pm	141	119	155	142	158	163	160	1,038
5pm	123	144	126	140	157	163	156	1,009
6pm	158	162	123	126	122	177	170	1,038
7pm	132	135	136	137	121	119	142	922
8pm	127	133	110	136	115	133	155	909
9pm	138	145	96	118	120	132	133	882
10pm	94	102	98	89	105	110	127	725
11pm	80	95	99	82	93	91	103	643
Total	2,534	2,727	2,586	2,499	2,506	2,762	2,696	18,310

are able to most efficiently provide resources against variations in workload levels:

(2) Standard of Coverage Deployment and Response Analysis

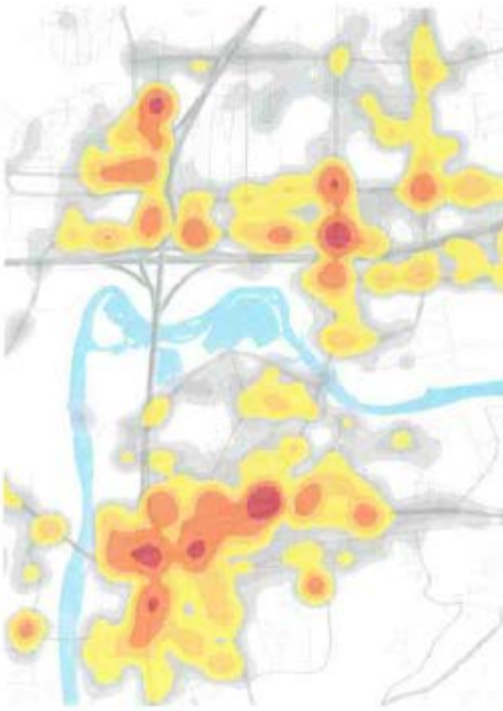
The Standard of Coverage analysis will examine the following components to ensure resources are deployed and respond according to industry standards.

- A **Demand Study** that will analyze and geographically display the current service demand by incident type and temporal variation
 - Development of a matrix for the common and predictable risk types and corresponding staffing, resource needs and time standards to mitigate these types of emergencies
 - Summary of the current available resources
- **Distribution Study**- Overview of the current facility and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival
- **Concentration Study**
 - Analysis of response time capability to achieve a full effective response force Analysis of company and staff distribution as it relates to the assembly of an effective response force
 - How automatic aid partners are used to develop an effective response force and deliver services as part of the response system.
- **Reliability Study**
 - Analysis of current workload, including unit hour utilization of individual companies Review of actual or estimated failure rates of individual companies
 - Analysis of call concurrency and the impact on the ability to assemble an effective response force
 - Analysis of actual system reflex time performance both system wide and by individual companies

Review of current automatic and mutual aid documents to determine the ability of outside agencies to assist in the delivery of emergency services and development of an effective response force.

The following maps illustrate examples of GIS analysis used in these components.

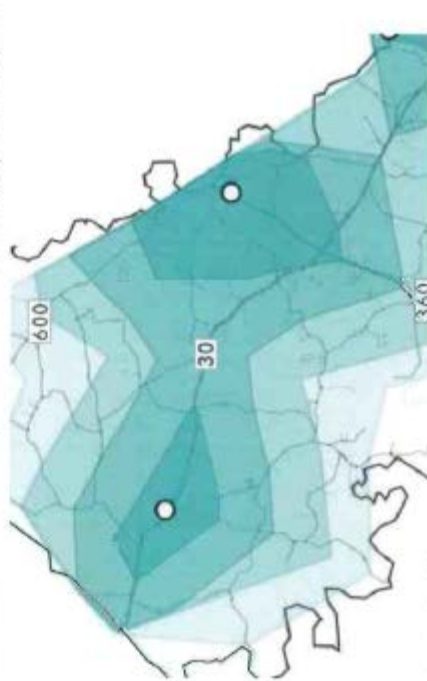
Exhibit B | GIS-Based Techniques Used to Analyze Public Safety Service Demands



Identification of call hotspots to determine emerging service needs



Analysis of population density throughout the jurisdiction



Analysis of fire response time capabilities for high-priority incidents



Comparison of aggregated workload by geographic area

TASK 4 RESULT

The project team will develop an interim report addressing all areas discussed above. This will include analysis of current resource utilization and needs as well as deployments of the Fire Department. The report will include initial development of goals and targets needed in the current system prior to beginning the long-range planning. This will be reviewed with staff and the project steering committee.

Phase 2 - Future Services Demand

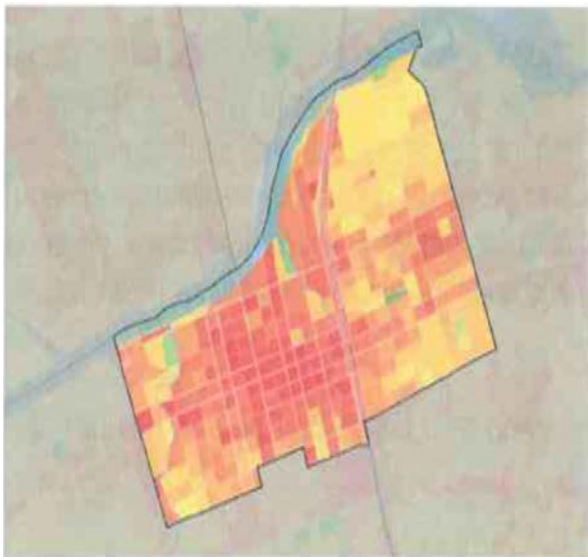
Task 5 Projection of 20-year Fire Department service demands and personnel resource needs

The unique factors of a community shape the service environment that public safety personnel operate in, and as a result, there is not a one-size-fits-all approach to identifying strategic planning.

The modeling system we have developed to determine the impacts of development and growth on fire service demands is the combined product of using advanced technical capabilities and our experience in working with local government clients.

Key aspects of the model employed to create an accurate and defensive model for planning service and personnel needs include the following:

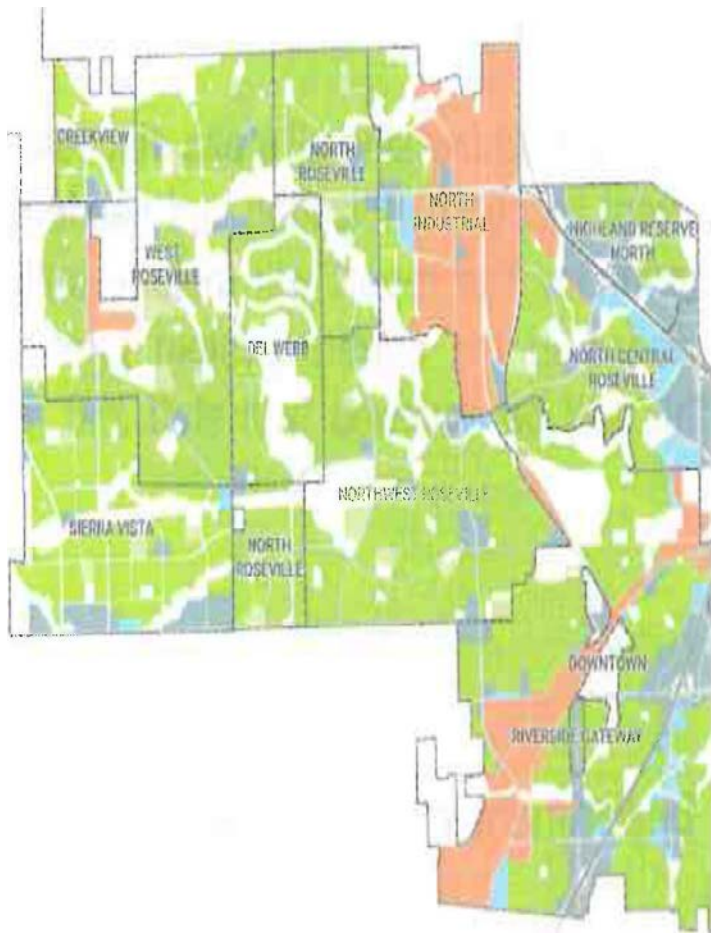
Illustrative Factors Considered to Project Future Staffing Needs



Geographic Analysis of Service Needs

In order to model the effects of the anticipated growth in Redmond, it is critical to understand the rates at which existing and similar developments generate workloads and other public safety service needs.

Our analysis will utilize a GIS-centered approach to examine geospatial trends in service demand.

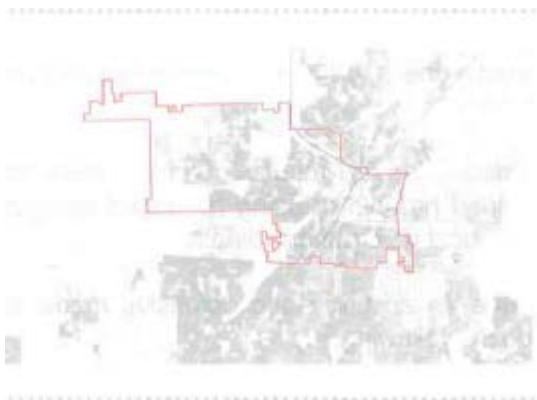


Land Use and Redevelopment

Different types of residential, commercial, and industrial zoning spaces have unique impacts on public safety service needs.

We will meet with Redmond Planning officials to understand how land is used currently, as well as the configurations of any anticipated development and redevelopment, in order to accurately model how these needs will evolve.

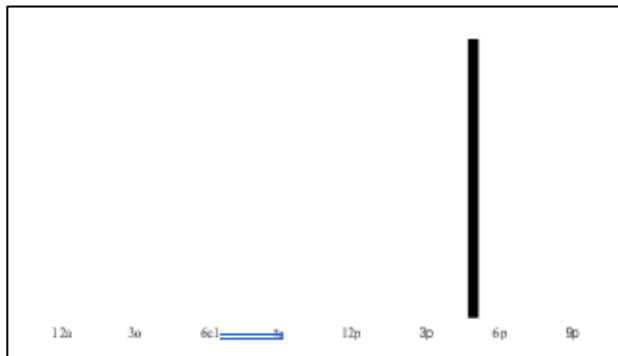
The data collected from Planning and other resources will form the basis of our GIS model of how fire service needs will evolve over the projection timeframe.



Regional Interactions

Understanding the context of the community within its surrounding region is essential to forecasting its planning needs.

This includes developing an understanding of factors such as the daytime working population and effects on field resource demands.



Workload-Based Projections

Rather than base projections for future staffing needs on a simple ratio such as officers per capita, our analysis builds staffing needs from how workload is changing - whether driven by calls for service, investigative

cases, or reports and administrative workloads for records staff

Data collected for the analysis of projected service and personnel needs includes the following:

- CAD data (up to the past three years if current CAD system has been in place for that timeframe)
- Supporting information for CAD analysis (e.g., unit code and incident type lists, incident report totals).

Task 6 Assess the delivery system models

In this work task, the study team will continue to document and validate how the Fire Department in Redmond is organized from the perspective of staff mixes, as well as command and civilian staffing. Strengths of the existing organizational structure, as well as changes in organizational philosophy and how services are delivered will be identified.

A number of criteria will be utilized in this analysis, including the following:

- Is the Fire Department too tiered or too flat from a command and supervisory staffing perspective?
- Are spans of control consistent with organizational complexity and manager responsibilities?
- How are responsibility for ancillary duties assigned? Is the current delineation between functions assigned as ancillary duties and those

- as dedicated roles effective?
- To what degree are operational priorities centralized within the organization?
- Does the organizational structure facilitate effective operations management between multiple types of field resources?
- Are lines of authority and responsibilities clear to all command personnel and organizational units?
- How does the organizational structure impact the ability of the Fire Department to meet internal and community-based expectations for service levels?
- What should the short, mid and long-term strategies be to ensure effective and efficient service delivery.
- Review and analysis of the contract for services between the City and Fire District 34 to ensure the funding model will provide long-term sustainability for the services needed.

TASK RESULT

The result of this task would be an analysis of the delivery system and organizational approaches of the Fire Department as well as management and civilian staffing.

Phase 3 - Strategic Planning

Task 7 Development of an Organizational Strategic Plan

This task will focus on finalizing the elements needed to fully develop the Strategic Plan, focusing on the organizational capabilities, challenges and goals and objectives for maintaining or improving the services delivered to the community. The Strategic Plan will address each of the areas analyzed and discussed earlier in the project as well as examination of the following:

- Description of the current capital facility infrastructure, deficiencies and scope and cost to remedy identified deficiencies as well as facility needs through 2040.
- Review of the current vision, mission and values statement to ensure they

- are relative and reflect the current and future organization.
- Development of goals and objectives for the short, mid and long-term that are specific, measurable, attainable, realistic and time bound (SMART).
- Implementation plan to achieve the goals and objectives including organizational changes, cost, partnerships, changes in laws, policies or regulations needed and who is responsible for the goal.
- Fully detailed cost of any proposed costs or savings from the changes.
- Development of performance measures to track implementation and success of the goals and objectives.
- Any recommendations that will require action on the part of the governing body for implementation.

TASK RESULT

The results of this task would be draft strategic plan for review by the Fire Department and the City.

Task 8 Develop the *Final Report* and present the results of the study

Once the work tasks noted above have been completed, our findings, conclusions, and recommendations will be documented in the form of a draft and final report to the City together with detailed plans for implementation.

The report will include full detailed analysis of the items in the scope of work along with timelines and targets for implementing change and the costs associated with that change. The final report will include at a minimum the following elements:

- Description of the current capital facility infrastructure and the scope and cost of its operation and maintenance.
- Description of the current capital facility deficiencies and appropriate funding strategies to remedy the identified deficiencies.
- Analysis of capital facility needs through 2040 and the cost to meet those needs. Analysis specifying how capital facilities will be financed and

maintained.

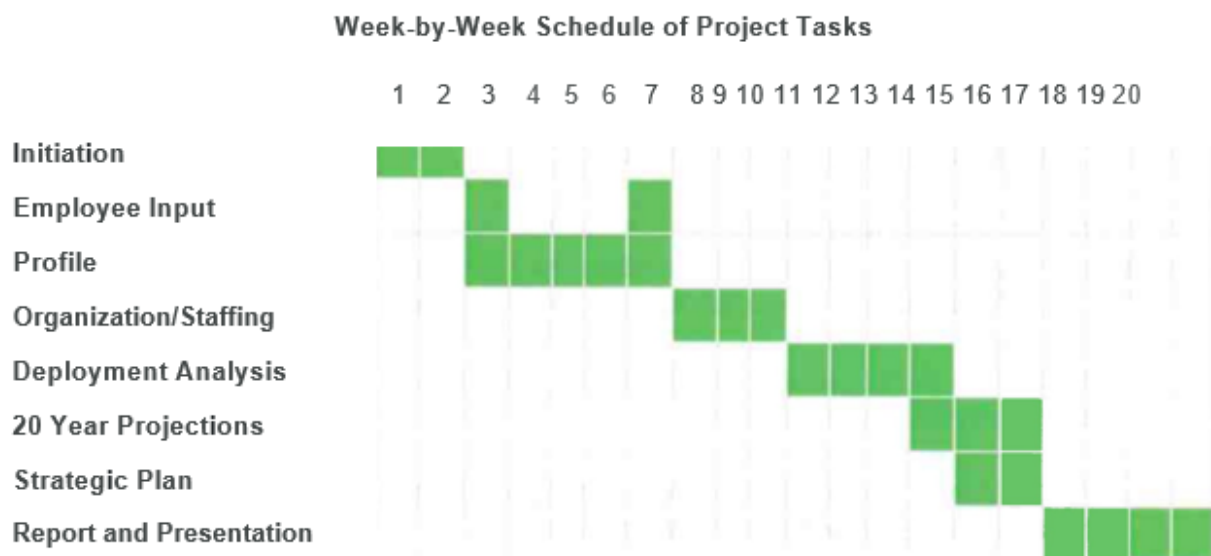
- Description of the public outreach, participation and review process to the public related to the strategic plan.
- Criteria to be used for the City to prioritize projects and inform the City six (6) year Capital Improvement Program.
- Description of how the strategic plan responds to the Growth Management Act requirements.
- Analysis ensuring the strategic plan is consistent with the City Comprehensive plan policies, Zoning Code regulations, and the capital investment strategic plan.

TASK RESULT

The results of this task would be draft and final reports, which would be reviewed internally prior to making them final. We would be prepared to make a public presentation of the results at a City Council meeting.

II. Project Schedule

The table below, graphically displays the tentative schedule to conduct the Fire study. The chart shows the sequencing of each proposed work task, the elapsed time it would take to complete each task. As can be seen from the chart, we are proposing that the study be completed in **20 weeks** after the start date.



RFP 10668-19
Fire Department Master Plan

Exhibit C – Contract Start Date and Payment Schedule

Contract Start Date

- 17 – 28 February
 - City of Redmond Finance Department initiates contract
 - Matrix returns signed contract
- 2 – 6 March
 - City signs contract
- 1 April
 - Matrix begins work
- 17 August
 - Final Fire Department Master Plan submitted

Payment Schedule

Matrix will present an invoice to the City of Redmond each month for time and materials not to exceed the total of \$63,000.

No extensions of this contract are anticipated.