



CONTRA COSTA LOCAL AGENCY FORMATION COMMISSION

651 Pine Street, Sixth Floor • Martinez, CA 94553-1229

e-mail: LouAnn.Texeira@lafco.cccounty.us

(925) 335-1094 • (925) 335-1031 FAX

Lou Ann Texeira
Executive Officer

MEMBERS

Donald A. Blubaugh
Public Member

Federal Glover
County Member

Michael R. McGill
Special District Member

Mary N. Piepho
County Member

Rob Schroder
City Member

Igor Skaredoff
Special District Member

Don Tatzin
City Member

ALTERNATE MEMBERS

Candace Andersen
County Member

Sharon Burke
Public Member

Tom Butt
City Member

George H. Schmidt
Special District Member

July 8, 2015
Agenda Item 6

July 8, 2015 (Agenda)

Contra Costa Local Agency Formation Commission
651 Pine Street, Sixth Floor
Martinez, CA 94553

**Requests for Proposals – 2nd Round Fire/Emergency Medical Services (EMS)
Municipal Service Review (MSR) and Sphere of Influence (SOI) Updates**

Dear Commissioners:

BACKGROUND

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) requires that every five years, as necessary, LAFCO review and update the sphere of influence (SOI) of each local agency. As part of the SOI update, LAFCO must prepare a corresponding MSR to evaluate projected growth/population; financial ability of the agencies to provide services; status of, and opportunities for, shared services; present and planned capacity of public facilities and adequacy of public services, infrastructure needs and deficiencies; characteristics and service needs of disadvantaged unincorporated communities (DUCs); and any other issues related to the effective and/or efficient delivery of municipal services as determined by the Commission.

In April 2013, Contra Costa LAFCO completed its inaugural MSR cycle and the comprehensive review of all 19 cities and 75 special districts and corresponding SOI updates for most agencies.

In accordance with the CKH Act, LAFCO initiated its 2nd round MSRs/SOI updates. The 2nd round MSRs were previously discussed with the Commission as part of the annual budget and work plan, and at the Commission's last strategic planning session in April 2013. The 2nd round MSRs began with a countywide review of water/wastewater services; this MSR and corresponding SOI updates were completed in June 2014. The 2nd round MSR covering reclamation (levee) services is currently underway and should be complete by December 2015.

DISCUSSION

2nd Round EMS/Fire MSR – In 2014, the Commission expressed interest in initiating a 2nd round review of EMS/Fire service, following the County's completion of two separate studies –

one focusing on the Contra Costa County Fire Protection District (CCCYPD) and a separate study on EMS.

In June 2014, LAFCO released a Request for Proposals (RFP) to prepare its 2nd round EMS/Fire MSR. LAFCO sent the RFP notice to approximately 30 consulting firms, and received **no** proposals. LAFCO staff followed up with some of the consultants to ask *why* they didn't bid, and *what LAFCO could do to make the project more appealing to bidders*. Some of the responses are summarized below:

- **Timing** - Several of the firms indicated that they had a full workload at the time and were understaffed (due to recession), and unable to take on additional work at the time. Several firms indicated they would be able to take on other projects in early 2015. A couple of firms suggested that LAFCO wait until the County awarded the ambulance contract before embarking on the 2nd round EMS/Fire MSR.
- **Scope of Work** – Some firms expressed concern with the work/cost involved in updating the 1st round EMS/Fire MSR, as it was extensive. A number of firms suggested narrowing the scope or approach or “phasing” the second round MSR (e.g., operational/fiscal, “problem” or “issue” oriented, subregional approach, separate MSRs for city and district service providers, etc.).

Based on the lack of bids, and the timing of the County's ambulance contract award, the Commission decided to defer the 2nd round EMS/Fire MSR until after the County awards its ambulance contract, which is tentatively scheduled for late July 2015.

At the June 2015 LAFCO meeting, the Commission received an update on two issues relating to EMS/fire services: mutual and automatic aid agreements in Contra Costa County, as raised by Vince Wells, President, United Professional Firefighters Contra Costa – Local 1230; and the 2nd round EMS/Fire MSR. The Commission was asked to comment on the request by Local 1230 to review mutual and automatic aid agreements, and to provide direction to LAFCO staff regarding the scope/focus of the 2nd round EMS/Fire MSR.

Revised RFP/Scope of Work - As discussed with the Commission last month, in order to move forward with the 2nd round MSR, it is necessary to narrow the scope of work in the RFP (e.g., critical issues, subregional, agency-specific, governance alternatives, fiscal sustainability, etc.).

LAFCO staff reached out to the fire chiefs, EMS Director and labor for input as to the most critical EMS/Fire service issues, and focus of LAFCO's 2nd round EMS/Fire MSR. In terms of priority issues, we heard from the Contra Costa County Executive Chiefs that LAFCO should look at service capacity, and specifically, East Contra Costa Fire Protection District (ECCYPD) and Rodeo Hercules Fire District (RHFD). We also heard from the President of Local 1230 that a review of automatic and mutual aid agreements is also a priority.

The Commission directed LAFCO staff to revise the RFP and narrow the scope of services to include the following: 1) data updates for all fire service agencies, 2) review of auto and mutual aid agreements, and 3) focus on ECCYPD and RHFD and interface with CCCYPD. The revised RFP (attached) includes a scope of work focusing on these three areas. As proposed, the data to be updated will include the following:

- Population/growth/density
- Budget (expenses/revenues/liabilities)
- Service calls/incidents (number, type, priority)
- Staffing (number, type)
- Fire stations (number, condition)
- Response times
- ISO rating

Proposed Selection Process - In accordance with our previous MSRs, LAFCO staff proposes to establish a selection committee to help review and screen the written proposals, conduct the interviews, and make a recommendation. The selection committee will be composed of LAFCO and/or other municipal service professionals.

The review of proposals will include an assessment of written proposals, followed by interviews with the most qualified firms. Written proposals will be evaluated based on various criteria including, but not limited to, experience and qualifications of the firm, understanding of the required tasks, approach to conducting MSRs/SOI updates, experience and familiarity with LAFCO, qualifications of personnel who would be assigned to work with the Contra Costa LAFCO, and cost.

Following an assessment of the written proposals, the most qualified candidates will be invited to participate in an interview. Following the interviews, a summary of proposals and a recommendation will be presented to the Commission in accordance with the proposed timeline as shown in the RFP.

Staff has compiled a list of potential bidders. A notice regarding the RFP will be sent to these firms. In addition, the RFP will be posted on the Contra Costa LAFCO, CALAFCO and California Special Districts Association (CSDA) websites.

FINANCING:

Adequate funding is included in the FY 2015-16 budget to cover the anticipated costs associated with the MSR/SOI updates.

RECOMMENDATIONS:

1. Authorize the circulation of the RFP for the 2nd round EMS/Fire MSR and SOI updates; and
2. Direct staff to return to the Commission with a recommended contract award in accordance with the proposed timeline.

Sincerely,

LOU ANN TEXEIRA
EXECUTIVE OFFICER

Attachments

1. Draft RFP – 2nd Round Fire/EMS MSR/SOI Updates
2. Draft Scope of Services – 2nd Round Fire/EMS MSR/SOI Updates

REQUEST FOR PROPOSALS 2nd ROUND FIRE & EMERGENCY MEDICAL SERVICES (EMS) MUNICIPAL SERVICE REVIEW SPHERE OF INFLUENCE UPDATES

The Contra Costa Local Agency Formation Commission (LAFCO) is soliciting proposals from qualified consultants to prepare a 2nd round municipal service review and sphere of influence updates of municipal EMS and fire service providers in Contra Costa County.

REQUEST FOR PROPOSALS

2nd Round EMS/Fire Services

Municipal Service Review/Sphere of Influence Updates

I. Municipal Service Review and Sphere of Influence Guidelines

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (“CKH Act” - Government Code §56000 et seq.) requires that every five years, as necessary, LAFCO review and update the sphere of influence (SOI) of each local agency. As part of the SOI update, LAFCO must prepare a corresponding Municipal Service Review (MSR) to evaluate the following:

1. Growth and population projections for the area.
2. The location and characteristics of any disadvantaged unincorporated communities (DUCs) within or contiguous to the SOI.
3. Capacity of public facilities, adequacy of public services and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status of, and opportunities for, shared facilities/services.
6. Accountability for community service needs, including governmental structure and operational efficiencies.
7. Any other matter related to effective or efficient service delivery.

In determining the SOI of each local agency, the SOI update must include a written statement of determinations with respect to each of the following:

1. The present and planned land uses in the area, including agricultural and open-space lands.
2. The present and probable need for public facilities and services in the area.
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.
5. The present and probable need for those public facilities and services of any DUCs within the existing SOI.
6. The nature, location, and extent of any functions or classes of services provided (special districts only).

The MSR is a tool to help LAFCO, local agencies and the public better understand the municipal service structure; to facilitate dialog among the various service providers with the objective of coordinating, collaborating and enhancing services and efficiencies; and to provide information to support LAFCO actions, including SOI updates and potential boundary and/or governance changes. While LAFCO is not required to initiate these changes based on MSRs, local agencies, LAFCO or others may use the MSR, together with additional analysis where necessary, to pursue boundary and/or governance changes.

II. Background

In 1963, the State Legislature created LAFCOs to help direct and coordinate California’s growth in a logical, efficient and orderly manner. Each of the 58 counties in California has a LAFCO. LAFCOs are charged with discouraging urban sprawl, encouraging orderly boundaries and formation of local agencies, preserving agricultural lands and open space, and regulating the extension of services outside jurisdictional boundaries.

In 2001, pursuant to the enactment of the CKH Act, LAFCO acquired responsibility for preparing MSRs. On or before January 1, 2008, and every five years thereafter, LAFCO shall, as

necessary, review and update the SOI for each local agency. In conjunction with the SOI updates, LAFCO shall prepare corresponding MSRs.

Contra Costa LAFCO is responsible for reviewing and updating SOIs for 94 local agencies in Contra Costa County (19 cities and 75 special districts). In 2013, Contra Costa LAFCO completed its inaugural MSR cycle, and embarked on its 2nd round reviews. In June 2014, LAFCO completed a second round MSR/SOI updates covering water/wastewater services. The 2nd round MSR covering reclamation (levee) services is currently underway and is expected to be complete by December 2015. The EMS/fire MSR will be the third MSR in the round two cycle.

In 2009, Contra Costa LAFCO completed a comprehensive, countywide MSR covering EMS and fire services in Contra Costa County (available online at www.contracostalafco.org). Contra Costa LAFCO is not interested in replicating the 2009 MSR; however, some of the information contained in the 2009 report will be useful in preparing the 2nd round MSR.

Also, in 2014, Contra Costa County completed two separate studies – one covering EMS and a second covering the Contra Costa County Fire Protection District. Each study had a separate focus and scope of work supported by two separate consultant teams (Fitch & Associates). Both studies are available on the LAFCO website at <http://www.contracostalafco.org/>. These studies provide important information and potential changes to EMS and fire services in Contra Costa County.

Finally, the County is expected to award a new ambulance contract in 2015. Information about this process is available online at <http://cchealth.org/ems/rfp.php>.

III. Scope of Services

The 2nd round review is focused and will concentrate on the following: 1) data updates for the 11 fire service providers (three cities and eight special districts), 2) review of automatic and mutual aid agreements, and 3) focus on East Contra Costa Fire Protection District and Rodeo Hercules Fire District and the interface with Contra Costa County Fire Protection District (see attached Scope of Services). The successful consultant will develop a proposal that is aligned with the project scope. A final scope of services will be negotiated with the firm selected to conduct the MSR and will be included as part of the professional services agreement.

IV. Budget

Proposals which demonstrate that the final product will meet the requirements of the CKH Act and provide useful information in a concise format at the lowest cost will be looked upon most favorably. A final budget amount for this project will be negotiated with the firm selected for the work prior to an agreement.

V. Schedule

The timeline for completing the MSR/SOI updates will be negotiated with the selected firm, and will be included with the professional services agreement to be approved by LAFCO.

VI. Proposal Requirements

Responses to this RFP must include all of the following:

1. A statement about the firm that describes history, as well as the competencies and resumes of the principal and all professionals who will be involved in the work. This statement should address the following:

General Expertise

- Familiarity with the CKH Act, the role and functions of LAFCO, and the MSR process
- Understanding of how municipal services are financed and delivered
- Experience in governmental organization analysis, including performance measurement and evaluation
- Ability to analyze and present information in an organized format
- Ability to interpret varied budget and planning documents
- Ability to facilitate and synthesize input from stakeholders
- Familiarity with public input processes and experience presenting and disseminating public information for review and comment in a public setting
- Experience in fostering multi-agency partnerships and cooperative problem-solving
- Ability to provide flexible and creative alternatives where necessary to resolve service and policy issues
- Ability to work cooperatively with divergent interests

EMS and Fire Service Expertise

- Solid understanding of how EMS and fire services are delivered and financed
 - Experience with operational aspects of EMS and fire services provision in California (city fire departments, fire districts, volunteer fire companies, state fire services)
 - Knowledge of emergency response standard operating procedures, training standards, response time criteria and performance, standards of coverage, fire code and plan check review, facilities and equipment, labor and related issues, and automatic and mutual aid agreements
 - Experience in the financial analysis of EMS and fire service delivery systems, including workers compensation, pension, financial constraints and liabilities, cost avoidance and other cost-saving opportunities
 - Knowledge of EMS and fire protection service organization analysis, including evaluating government structure options (e.g., consolidation, reorganization) and related advantages and disadvantages of these options
 - Experience in evaluating EMS and fire protection delivery systems, including performance measurements and benchmarking
2. Identification of the lead professional responsible for the project and identification of the professional(s) who will be performing the day-to-day work.
 3. Identification of any sub-consulting firms who will be involved. If sub-consultant firms are proposed, describe the work they will perform and include the same information for each sub-consultant as required for items 1 and 2 above.
 4. Description of similar or related experience accomplished in the last three years and references for each such project, including the contact name, address and telephone number. Examples of or reference to relevant work experience with local agencies in Contra Costa County demonstrating the consultant's familiarity with local issues, are desirable.
 5. Description of the anticipated approach for this project, explicitly discussing and identifying any suggested changes to the Scope of Services (attached).
 6. Disclosure of potential conflicts of interest with local agencies in Contra Costa County.

7. Identification of any information, materials and/ or work assistance required from the Contra Costa LAFCO and/or subject agencies to complete the project. LAFCO staff will complete some preliminary data collection and follow-ups/status reports on issues identified in the 2009 MSR. This information will be provided to the selected consulting firm for use in preparing the 2nd round MSR. The expectation is that the consultant will use this information and all available data sources (i.e., laws/statutes; local agency planning, financial and environmental documents, policies/procedures; LAFCO reports/ documents; regional/Census/demographic information; customer surveys, comments, etc.) to develop/update information for the second round MSR report in an effort to minimize the workload for the subject agencies.
8. Provide a preliminary project schedule showing start and ending times for each work task, and indicate strategies for adhering to the schedule.
9. Include information about the availability of all the professionals who will be involved in the work, including associate consultants.
10. Provide the anticipated project cost, including:
 - a. A not-to-exceed total budget amount.
 - b. The cost for each major sub-task identified in the draft scope of services.
 - c. The hourly rates for each person who will be involved in the work, including the rates for any associate consultants.
11. Include comments about the draft scope of services, ability of the firm to meet the insurance requirements, and other comments or questions.

VII. Non-Discrimination & Equal Opportunity

It is the desire of the Contra Costa LAFCO to provide Minority-/Women-Owned, Local Small and Emerging Business Enterprises, and all other business enterprises an equal opportunity to participate in the performance of all contracts, subcontracts, and other LAFCO business activities. The Contra Costa LAFCO is an equal opportunity employer.

VIII. Conflict of Interest

Proposers warrant and covenant that no official or employee of the Contra Costa LAFCO, nor any business entity in which an official of the Contra Costa LAFCO has an interest, has been employed or retained to solicit or aid in the procuring of the resulting contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the Contra Costa LAFCO. Proposers will notify LAFCO of any potential conflict of interest regarding other work or third party contracts.

IX. Insurance Requirements

The successful proposer shall be required to maintain throughout the term of the contract, and for a minimum of six months following completion by Consultant and acceptance by LAFCO of all services under the contract, the following insurance coverage:

- 1) *comprehensive general liability insurance*, with a minimum combined single limit coverage of \$1,000,000 per occurrence for all damages, including consequential damages, due to bodily injury, sickness or disease, or death to any person or damage to or destruction of property, including the loss of use thereof, arising from each occurrence;

- 2) *personal automobile liability insurance* for owned, non-owned and hired automobiles, with a minimum combined single limit coverage of \$500,000 per occurrence;
- 3) *employer's liability insurance*, with minimum coverage of \$100,000 per employee;
- 4) *professional liability insurance*, with minimum coverage of \$1,000,000 per claim and \$1,000,000 aggregate; and
- 5) *workers' compensation insurance* coverage for its employees at statutory limits.

Additional Insured Endorsement

The comprehensive general liability insurance policy will be endorsed to include LAFCO and its officers and employees as additional insureds as to all services performed by Consultant under the contract. Said policies will constitute primary insurance as to LAFCO and its officers and employees, so that other insurance policies held by LAFCO or its self-insurance program(s) will not be required to contribute to any loss covered under Consultant's insurance policy or policies unless otherwise noted in the contract.

Evidence of Insurance - Before commencing any operations under the contract, the successful proposer shall furnish the Contra Costa LAFCO with a Certificate of Insurance and copies of all applicable endorsements evidencing compliance with the above insurance requirements and that such insurance will not be canceled or materially changed without 30 days advance written notice.

Duration of Insurance Coverage - All required insurance coverages shall be maintained during the entire term of the contract. Insurance coverage written on a claims-made basis shall be maintained during the entire term of the contract and further until at least six month(s) following termination and acceptance of all work under the contract, with the retroactive date of said insurance concurrent with the commencement of activities pursuant to this contract.

All required insurance shall be placed with insurers with a current A.M. Best's rating of no less than A: VII or equivalent, and with deductible amounts acceptable to the Contra Costa LAFCO.

X. Proposal Submittal

- One reproducible, unbound copy and one electronic copy (disk) of the proposal shall be received no later than 4:00 p.m., on Friday, August 14, 2015, at the Contra Costa LAFCO office, located at 651 Pine Street, Sixth Floor, Martinez, CA 94553 Attn: Executive Officer. No faxed or e-mailed proposals will be accepted. Proposals received after the deadline will not be considered. If delivery is to be in person, please call the LAFCO office at (925) 335-1094 to arrange a delivery time.
- Each proposal shall be submitted in a sealed envelope and clearly marked with the title of the RFP.
- All proposals will become property of the Contra Costa LAFCO.
- Cost of preparation of proposals shall be borne by the proposers.
- Proposals shall be signed by an authorized employee or officer in order to receive consideration.
- Contra Costa LAFCO is not responsible for proposals delivered to a person/location other than that specified herein.

XI. Selection Process

Based on relevant work experience, completeness of the responses, budget and the overall project approach identified in the written proposals received, the most qualified firms will be

invited, at their expense, for an interview with a selection committee. Interviews are tentatively scheduled the week of August 24, 2015.

Final selection of the consultant will be based on evaluation of both the written and oral responses. Following interviews, the most qualified firm will be selected and a recommended agreement including budget, timeline and a final service agreement will be negotiated. The successful firm will enter into a contract to be awarded by LAFCO. Action by LAFCO on a recommended agreement is tentatively scheduled for Wednesday, September 9, 2015.

The selection committee will use the criteria listed below to evaluate the proposals. At the discretion of the selection committee, additional information may be requested to clarify and explain proposals.

- *Applicability of overall experience and qualifications relating to required services.* Consultant shall have experience preparing LAFCO MSRs and SOI updates, and the general and technical expertise as described in Section VI above.
- *Evaluation of the scope of services, examining in particular any special techniques, approaches, ideas, and insights to be used in performing the services, along with additional consideration of how previous experiences may contribute to the proposer's ability to carry out the services.* Consultant shall possess the ability to initiate, develop and carry out effective strategies in preparing the MSR/SOI updates in accordance with State law and LAFCO requirements.
- *Evaluation of quality and comparability of previous service contracts/employment agreements on which the proposer was the sole or lead consultant.* Successful MSR experience with LAFCOs of similar size and scope to Contra Costa LAFCO within the last five (5) years. Successful experience is defined as that which was completed to the satisfaction of the client, on time and within budget.
- *Evaluation of background, general experience, knowledge, and special capabilities or qualities brought to the project by the consultant.* Consultant shall possess all permits, licenses and professional credentials necessary to perform the required services.
- *Cost.* LAFCO has limited resources to devote to the many MSRs to be conducted over the next few years. Proposals that demonstrate that the final product will meet the requirements of the CKH Act and provide useful information in a concise format at the lowest cost will be looked upon favorably. A final budget will be negotiated with the selected firm.

Other Provisions: Contra Costa LAFCO reserves the right to award a contract to the firm(s) or individual(s) that presents the proposal which, in the sole judgment of Contra Costa LAFCO, best accomplishes the desired results. Contra Costa LAFCO reserves the right to reject any or all proposals, to waive minor irregularities in said proposals, or to negotiate deviations with the successful firm. After the award of the contract, the Contra Costa LAFCO may revise the work program to meet budget constraints.

XII. Tentative Timeline

The tentative timeline associated with the circulation of the RFP and submission of proposal is as follows:

DATE	TASK
July 8, 2015	Commission to Review/Approve RFP and Selection Process
July 10, 2015	Issue RFP
August 14, 2015	Proposals Due

August 17-21, 2015	Review of Written Proposals by Selection Committee
August 24-28, 2015	Interviews of Selected Proposers
September 9, 2015	Committee Recommendation to LAFCO; award of contract by LAFCO
October 1, 2015	Consultant Begins Work

XIII. LAFCO Contact

Lou Ann Texeira, Executive Officer
 Contra Costa LAFCO
 651 Pine Street, Sixth Floor
 Martinez, CA 94553

Voice: (925) 335-1094
 Fax: (925) 335-1031
 Email: LouAnn.Texeira@lafco.cccounty.us

XIV. Attachments

Scope of Services

XV. Reference Information

For general information about LAFCOs, visit the CALAFCO website: www.calafco.org

For information about Contra Costa LAFCO along with previously completed MSRs, please visit our website: www.contracostalafco.org

Attachment 2

REQUEST FOR PROPOSALS

SCOPE OF SERVICES

2nd Second Round

Fire and Emergency Medical Services Municipal Service Review

Contra Costa LAFCO will conduct a 2nd round municipal service review (MSR) of fire protection and Emergency Medical Services (EMS) in Contra Costa County. Contra Costa LAFCO completed its inaugural review of these services in 2009. The 2009 MSR report is available online at www.contracostalafco.org/municipal_service_reviews.htm.

The 2nd round MSR and sphere of influence (SOI) updates will be prepared in accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH Act" - Government Code §56000 et seq.) as described in the Request for Proposals (RFP).

Countywide EMS/Fire Protection Service Providers

The geographic area for this MSR is Contra Costa County. Municipal service providers (i.e., cities, special districts) are the primary focus of the MSR. This MSR will include SOI determinations/updates for some of the special districts covered in the review. Following the 2009 MSR, a number of districts did not receive SOI updates pending potential reorganization efforts; no reorganization efforts were pursued. City SOIs will not be updated in conjunction with this MSR.

The following cities and special districts provide EMS and/or fire protection services in Contra Costa County:

CITIES:

1. City of El Cerrito
2. City of Pinole
3. City of Richmond

SPECIAL DISTRICTS:

1. County Service Area (CSA) EM-1
2. Contra Costa County Fire Protection District
3. Crockett Carquinez Fire Protection District
4. East Contra Costa Fire Protection District
5. Kensington Fire Protection District
6. Moraga-Orinda Fire Protection District
7. Rodeo-Hercules Fire Protection District
8. San Ramon Valley Fire Protection District

OTHER AGENCIES

Other public and private agencies may also be included in the MSR to the extent necessary to establish relationships, quantify services and provide a comprehensive overview of services

countywide. In addition to reviewing other public agencies, including Alameda County Fire Department, CALFIRE, County Sheriff's Marine Unit, East Bay Regional Park District, and the U.S. Coast Guard, the scope of work may involve reviewing private service providers including fire brigades at the various refineries in Contra Costa County.

Fire/EMS Focused Service Issues and Topics

In 2014, Contra Costa LAFCO issued an RFP for its 2nd round EMS/Fire MSR aimed at updating the 1st round review. Due to lack of bids and other pending matters as discussed below, LAFCO postponed its 2nd round MSR until 2015.

The Scope of Service for the 2nd round MSR has been narrowed and will focus on the following: 1) data updates for 11 EMS/fire service providers (three cities and eight special districts), 2) review of auto and mutual aid agreements, and 3) focus on East Contra Costa Fire Protection District and Rodeo Hercules Fire District and the interface with Contra Costa County Fire Protection District. The data to be updated for all agencies includes the following:

- Population/growth/density
- Budget (expenses/revenues/liabilities)
- Service calls/incidents
(number, type, priority)
- Staffing (number, type)
- Fire stations (number, condition)
- Response times
- ISO rating

Note: LAFCO staff has initiated the initial data collection efforts.

Also in the past year, the County has completed two separate studies – one covering the Contra Costa County Fire Protection District (CCCYPD), and a second study covering EMS. Each study had a separate focus and scope of work supported by two separate consultant teams (Fitch & Associates).

The CCCYPD study focused on optimal EMS first response and fire response with the fiscal limitations of the District. This study was completed in February 2014, and includes information relating to CCCYPD's current operations, a fiscal analysis, and three short-term options that may sustain the District for the next 3-4 years.

The EMS study evaluated how best to modernize and deliver coordinated EMS utilizing current operational capabilities and fiscal resources. The EMS Study was completed in June 2014, and includes recommendations dealing with healthcare reform, financial issues, and community health and clinical care, aimed at enhancing accountability and integration and ensuring value. Potential system savings identified in the report exceed \$3 million.

These studies provide valuable information relating to fire and emergency medical services in Contra Costa County. Both studies are available on the LAFCO website at <http://www.conracostalafco.org/>.

Consultants are encouraged to review the 2009 LAFCO MSR and the 2014 County studies.

Also, the County is in the process of selecting a contractor for ambulance services. The new contract is expected to be awarded in late July 2015. Information regarding this project is available online at <http://cchealth.org/ems/rfp.php>.

Service Review Task Overview

The countywide EMS/fire protection MSR will be conducted in accordance with the California Government Code and local LAFCO policies. Preparation of the MSR will include the following steps, although other activities may be necessary:

1. Data Collection and Review

- Review Contra Costa LAFCO's first round MSR and recent data as collected by Contra Costa LAFCO staff
- Work with LAFCO staff to prepare and distribute any supplemental agency request for information, as needed
- Collect and compile data (e.g., survey, research, interview, meetings, etc.)
- Verify compiled information with agencies

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO staff complete information for each agency

2. Data Analysis and Preliminary Findings

- Analyze and prepare preliminary findings based on standards, where appropriate; comparative analysis (e.g., among local agencies, with state and federal standards, etc.) is desirable
- Present to and discuss preliminary findings with LAFCO staff
- Present to and discuss preliminary findings with agency staff

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO preliminary analysis and findings to LAFCO staff

3. Develop and Deliver "Working Draft" MSR/SOI Report

- Prepare and deliver administrative working draft MSR/SOI report to LAFCO staff
- The draft MSR/SOI report shall include a table of contents, executive summary, comparative tables, agency profiles for selected agencies, and agency maps (mapping will be provided by LAFCO), along with recommended determinations per 56425 and 56430, governance/boundary options, discussion of focus issues, and recommended SOI updates (selected districts only)

4. Develop and Deliver Public Review Draft MSR/SOI Report

- Prepare a Public Review Draft MSR report
- Present draft MSR report to LAFCO at a public hearing

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO an MS Word formatted and PDF formatted version of the Draft MSR report

5. Prepare Final MSR/SOI Report

- Prepare Final Draft MSR/SOI report, including responses to comments (comment log)
- Present Final Draft MSR report to LAFCO at a public hearing for adoption
- Incorporate any final comments received at public hearing and deliver Final report

Timing and work products: On or before (insert deadline), Consultant shall deliver to LAFCO an MS Word formatted and PDF formatted version of the Final MSR report

In accordance with the work plan, Consultant is expected to:

- Conduct the service review process in a collaborative fashion with opportunities for input and review by each of the agencies being reviewed.
- Encourage public participation in the service review process.
- Conduct the required analysis in the most cost-effective manner possible.
- Utilize information that is currently available, such as the 2009 MSR, the recent County studies covering EMS and CCCFPD, LAFCO's initial Request for Information, maps, etc., rather than initiate new tools and processes.
- Create a product that will be useful to the Commission in reviewing and updating SOIs and proposals for future changes of organization, beneficial to agencies as a planning tool, and readily accessible to, and easily understandable by, the general public.