



FIRE - EMS ORGANIZATIONAL REVIEW AND FUTURE NEEDS ANALYSIS

SCOPE OF STUDY (Draft)

The Village of Cottage Grove, Town of Cottage Grove and Village of Deerfield (“DGEMS Municipal Partners”) are soliciting proposals from qualified firms or individuals to provide consulting services for an Organizational Review and Future Needs Analysis of the Deer Grove EMS District. The Village and Town of Cottage Grove (“CGFD Municipal Partners”) are soliciting proposals from qualified firms or individuals to provide consulting services for an Organizational Review and Future Needs Analysis of the Cottage Grove Volunteer Fire Department.

The DGEMS and CGFD Municipal Partners are performing their due diligence by conducting a comprehensive, non-partisan analysis by an independent professional consultant for the purposes of reviewing the current levels of service and to evaluate the organizational structure and governance. The study will outline future needs (short and long term) for each service based on projected growth and provide a framework of service delivery options based on said growth.



STUDY COMPONENTS/OBJECTIVES

(unless otherwise specified, both services will be reviewed based on the following components/objectives)

--Department Overview – Analysis of Current Operations and Service Delivery

- Perform emergency response data analysis
 - Compare to industry standards
- Evaluate standard response components
- Review organizational chart/structure
- Review current resource deployment strategy
- Review and evaluate critical issues and future challenges/opportunities

--Governance, Service Agreements and Contracts

- Assess the functionality of the current governance structures (i.e. EMS Commission and Fire Committee)
 - Assess current service agreements and contracts
 - Models for calculating the Municipal Partners' annual service costs

--Staffing: Staffing Methodology, Current and Future Needs

- Review current staffing compared to similar sized districts/municipalities
- Analysis of current staffing levels and recommendations of appropriate levels to ensure effective response times
- Based on anticipated/projected growth and service delivery expectations, make recommendations regarding staffing levels for: next year, in five years, and ten years
 - Provide options for various staffing models

--Facilities

- Evaluate current facilities: location and distribution of resources
 - Utilize GIS mapping to analyze response times to all areas of the District
 - Determine if existing facilities are located in the most advantageous locations
 - Identify needed improvements to existing facilities
 - Project the need for any potential future facilities and recommend a general location



--Fiscal Analysis and Implications

- Based on projected growth and how that growth may impact these services, the study should review and project operating costs based upon the future recommended staffing projections
- Review current capital assets and analyze future needs based on existing conditions
- Analyze short, mid and long term cost implications of all recommendations made in the study
 - Analyze revenue and funding sources from partnering municipalities and service contracts relative to their capability to fund the recommendations.

--Planning for Growth

- Based on anticipated and projected growth in the service area, provide options for future service models to consider
- Evaluate service options that include cooperative efforts with new municipal partners