

General Management and Operations Study of the Sandy City Fire Department Sandy, UT

December 19, 2023

PCG Overview

PCG Snapshot

- Founded in 1986
- Headquartered in Boston, MA
- Privately held Delaware Limited Liability Company (LLC)
- Nearly 2000 employees working remotely or within any of our 30+ offices worldwide

PCG Experience

- Four practice areas: Health, Human Services, Education, and Technology Consulting
- Contract experience in 50 states, six Canadian provinces, and the EU
- 2000 open contracts at any point in time

PCG Health Services

- Ambulance Supplemental Payment Programs
 - EMS cost reporting (financial analysis, CAD review, billing for Fire & EMS departments)
 - Realized over \$400M in additional funding
 - 550 providers across 15 states
- Medicare Ground Ambulance Data Collection

Public Safety Consulting Services

- National footprint over 20+ states, including UT
- Fire/EMS departments, County EMS departments, and State Health Agencies
- Studies for US Fire Administration and National Fire Protection Agency

Staff, Role	Areas of Expertise & Related Experience
<p>Alina Coffman Project Director</p>	<p>Risk management, project oversight, management of high stakes projects (local/state/federal)</p>
<p>Ken Riddle Project Advisor</p>	<p>Fire/EMS administration & operations, municipal budgeting, over 40 years fire/EMS experience (15 years at the Executive Chief level), 35 years fire/EMS consulting</p>
<p>Tim Nowak Subject Matter Expert</p>	<p>EMS operations, training, quality assurance, protocol development, logistics, community risk reduction, community paramedicine, clinical care, policy development, special operations, cost analysis, state/regional committee involvement.</p>
<p>Kaitlynn Edwards Project Manager</p>	<p>Project coordination, operational improvement, stakeholder engagement, survey design</p>
<p>Lauren Cantley Data Analyst</p>	<p>Data analytics, survey analysis, and research;</p>

- **Broad Fire/EMS administrative & operational experience**
- **Fire/EMS Subject Matter Experts with decades of experience**
- **Dedicated project implementation team**

Our Focus

“...to analyze the efficiency and effectiveness of the policies, procedures, management, facilities, and operations of the Sandy Fire Department.”

Better alignment with community needs/desires - Better use of limited resources

Increased efficiency - Improved standardized training

Deployment - Administrative functions - Cost avoidance - Cost savings

**Data + Context =
CUSTOMIZED SOLUTIONS**

Related Experience

Fire Department Funding and Governance Analysis (UT)

- Examining the current governance and funding for fire services in departments in the Western and Southeastern portions of Tooele County and exploring options for future funding and sustainability. Analyzing the options for creating either separate fire districts or forming a joint Tooele County fire district with existing fire departments that are interested in consolidation.

Fire and EMS Analysis and Study (UT)

- Providing analysis of the current Cache County Emergency Medical Services Authority (CCEMSA) structure and operations to develop a set of recommendations to continue delivery of EMS and ambulance transportation services throughout the County

Fire Department Strategic and Master Plan (IN)

- Facilitating a collaborative SCOT analysis and identifying service area coverage gaps as a part of the fire department's 5-year strategic plan, focusing on communication, culture, and trust; facilities, location, and deployment; promotions, development, and succession planning; recruitment and retention; training, policies, and procedures; and staffing, data, and reporting

Fire Department Strategic Plan (TX)

- Developing a 5-year strategic plan with a corresponding 5-year master plan based on an evaluation of current services, stakeholder engagement, and accreditation guidelines for a regional tax district-based fire and EMS department

Fire Department Strategic and Master Plan (CA)

- Developing a 10-year strategic plan and master plan, along with a corresponding fiscal, administrative, and operational analysis of the rural-to-suburban city fire department, including a SCOT analysis

Project Scope

Key Areas:

1) Strategic Plan Review

- Review departmental missions and objectives
- Identify critical gaps and analyze impact of anticipated growth
- Provide recommendations for achieving objectives successfully and making amendments

2) General Management Review

- Service demand
- Department effectiveness & efficiencies
- Cost savings/cost avoidance
- Staffing
- Policies, procedures
- Standardization and consolidation
- Fee structures
- Wage, benefits, retirement
- Workers' compensation & claims
- Organizational structure
- Deployment model
- Administrative support services
- Funding sources
- Recommendation timeline
- BLS/ALS services

3) Facilities, Equipment, and Technology Review

- Computer/technology systems
- Facilities and vehicle equipment
- Personnel equipment

Specific Services to Address Key Areas:

- 1) Review current conditions
- 2) Review call volume
- 3) Review service delivery & performance
- 4) GIS data analysis and benchmarking

Recommendation Areas:

- 1) Fire Rescue Administration/Operations
- 2) Assets/Fleet/Equipment
- 3) Personnel
- 4) Facilities
- 5) EMS Billing
- 6) Licensing/Inspection
- 7) Reporting and Recordkeeping
- 8) Contracts
- 9) Funding
- 10) Deployment
- 11) Local Oversight, Governance, and Accountability
- 12) Transitional Costing
- 13) Cost Savings
- 14) Implementation Schedule

Detailed Work Plan

Task	Description	Assigned	Timeframe
Phase 1: Project Startup and Implementation			
Finalize Contracts	Execute contract signatures, finalize high-level project details, deliverables, and key dates	PCG, Client	Month 1
Kick-off Meeting	Identify primary point-of-contact(s), discuss Scope of Work elements, review project timeline, outline survey needs, outline communication plan, develop contact list, determine meeting/update plan schedule	PCG, Client	Month 1
Data Requests	Detailed data requests document(s) submitted to appropriate parties with appropriate timeline, to include relevant call volume/time data, relevant reports/documents, and city/community reports and/or assessments	PCG	Month 1
Interviews List	Identify key stakeholders for individual or group interviews, to be scheduled virtually or concurrent with on-site visit	PCG, Client	Month 1
Phase 2: Data Collection			
Initial Data Analysis	Conduct initial review of data to identify questions or gaps, finalize data receipt	PCG	Month 1
Survey Preparation	Develop survey questions for stakeholder groups, review survey questions and finalize timeline and release details	PCG, Client	Month 2
Survey Roll-out	Begin survey data gathering; complete submission period	PCG	Month 2
Begin Interviews	Begin scheduling and conducting stakeholder interviews	PCG	Month 2
Stakeholder Meetings	Hold applicable virtual stakeholder meetings	PCG	Month 2
On-Site Visit	Conduct an on-site visit spanning over multiple days	PCG, Client	Month 2
Phase 3: Data Analysis			
Complete Data Analysis	Update gathered data with clarifications (if necessary), complete industry comparison review and best practices review	PCG	Months 3-4
Analyze survey feedback	Collect all submissions of survey and synthesize responses into cohesive summary and key themes; present findings to Client	PCG	Months 3-4
Analyze interview feedback	Gather feedback from interviews and summarize key findings and themes; present findings to Client	PCG	Months 3-4
Phase 4: Development of Report and Recommendations			
Draft Plan	Assemble initial draft report and recommendations	PCG	Month 5
Draft Editing	Internal draft editing	PCG	Month 5
Draft Presentation	Presentation of draft to Client	PCG, Client	Month 5
Draft Review	Client draft review	Client	Month 5
Draft Revision	Draft revision, additional research, editing	PCG	Month 6
Final Draft	Final report and recommendations provided to Client	PCG, Client	Month 6
Final Presentation	Final presentation conducted	PCG	Month 6

Ensuring Successful Implementation

Promoting Collaboration, Engagement, and Transparency

Our project timeline maximizes effort up front and promotes partnership. We work with you to outline clear communication expectations and provide guidance to accomplish key tasks.

Objective Analysis...with Your Context

Data is just one piece of the picture. To fully understand YOUR situation, we analyze what is quantifiable alongside what is not to understand the complete story.

Practical and Actionable Recommendations

Data collected is summarized and presented along the way, including major themes of survey findings and stakeholder feedback. Recommendations made are data-supported, achievable, and multi-faceted.

Building Awareness and Championing Change

Throughout the engagement, stakeholders are kept up-to-date on progress and findings. Report drafts and presentation drafts are provided in advance for ample time to review and discuss.

Post Project Touchpoints

The end of our project is just the beginning. We will schedule check-in meetings post project completion to provide ongoing support.

Q&A