



## BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

AB 5726  
July 14, 2020  
Study Session

### AGENDA BILL INFORMATION

<b>TITLE:</b>	AB 5726: MIFD Fire Services Study	<input checked="" type="checkbox"/> Discussion Only
<b>RECOMMENDED ACTION:</b>	Receive the presentation by MATRIX Consulting Group and provide comments and feedback on the draft report.	<input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution

<b>DEPARTMENT:</b>	Fire
<b>STAFF:</b>	Steve Heitman, Fire Chief
<b>COUNCIL LIAISON:</b>	n/a n/a n/a
<b>EXHIBITS:</b>	1. MATRIX Consulting Group Draft Report
<b>CITY COUNCIL PRIORITY:</b>	Choose an item.

<b>AMOUNT OF EXPENDITURE</b>	\$ \$43,000
<b>AMOUNT BUDGETED</b>	\$ \$43,000
<b>APPROPRIATION REQUIRED</b>	\$ n/a

### SUMMARY

The purpose of this Study Session is to review the Fire Services Study completed by the MATRIX Consulting Group. The intent of this analysis was to determine if the City can realize greater efficiencies in the delivery of fire protection services. The draft report is included as Exhibit 1 and a representative from MATRIX will present the report and recommendations at the Study Session.

### BACKGROUND

In October 2019, a Request for Proposals ("RFP") was issued to perform a Fire Services Study for the Mercer Island Fire Department ("MIFD"). The City received six proposals and the MATRIX Consulting Group ("MATRIX") was selected in December 2019 to perform this work.

Key tasks for the Fire Services Study included:

1. Project kick-off, data collection and initial interviews. Prior to the onset of the COVID-19 Pandemic, MATRIX met with members of the City Council, the City Manager, and Fire Department staff and leadership to discuss current fire services and the goals for the study. Additional data and resources were also collected and reviewed by the consultant (GIS Data, standard operating procedures, mutual aid agreements, etc.)

2. Evaluation of existing conditions. This component of the analysis included a detailed understanding of workloads and service levels:
  - Review of firefighter/EMS staff distribution and assignment
  - Review and evaluation of administration and support staffing levels
  - Review and evaluation of operational staffing levels
  - Review staff allocation to various functions and divisions in MIFD
  - Review of current performance goals, objectives, and measurements
3. Analysis of future service delivery models. This focused on compiling recommendations to ensure effective and efficient delivery of fire services. Areas considered included:
  - Changes to current policies and practices that can improve departmental operations.
  - Evaluating how potential changes to current automatic or mutual aid agreements can improve service levels and reliability, as well as opportunities for increased regionalization of services through partnerships. This included a review of the King County Automatic Aid Interlocal Agreement to identify areas for improvement.
  - Opportunities for new partnerships or regionalization to improve services.
  - Analysis of the current financial issues facing the City and identification of any cost avoidance, cost savings, or cost increases that may arise from changes.
  - Ability to respond accordingly on both an initial response and to develop an effective response force.
  - Opportunities to use new technology to improve efficiency.
  - How prevention services are performed/delivered and opportunities for improvement.
4. Preparation of a draft report and recommendations, to include a presentation and discussion with the City Council prior to finalization of the report.

#### **NEXT STEPS**

Following the presentation from MATRIX, the City Council will have an opportunity to ask questions and provide comments on the draft report. City Council feedback will be used to inform completion of the final report.

Follow-up discussions with the City Council will be scheduled, likely as part of the 2021-2022 biennial budget process, to consider the recommendations presented in the Fire Services Study and determine next steps.

#### **RECOMMENDATION**

No formal action required. Receive report and provide feedback to staff on recommendations.