

Project Manager

Description of Role

To be responsible for the overall direction, coordination, implementation, execution, control, and completion of the Teton County Emergency Services Study ensuring consistency with County strategy, commitments, and goals.

Main Job Tasks and Responsibilities

- Responsible for the successful completion of project
- Manage contractor, in concert with contractor project manager, in the execution of project work
- Working with contractor, develop and manage Project Plan using tools such as Microsoft Project
 - Define project tasks and resource requirements
 - Develop full scale project plans
 - Manage and update Project Plan
 - Track project deliverables and milestones using appropriate tools
- Schedule and handle all logistical details for project working groups, interviews, and workshops.
- Provide direction and support to contractor team. Respond to contractor project manager queries in a timely and responsive manner.
- Conduct background research, as needed, to answer contractor queries
- Receive and review all deliverables
- Assess and report on project risks and issues to Steering Committee
- Quality assurance for all deliverables
- Continuous monitoring and reporting on progress of the project to all stakeholders
- Provide biweekly reports defining project progress, problems and solutions
- Recommend project changes and interventions to achieve project outputs
- Effectively communicate project expectations to team members and stakeholders in a timely and clear fashion.
 - Liaise with project stakeholders on an ongoing basis.
 - Estimate the resources and participants needed to achieve project goals.

Education and Experience

Required

- Bachelor's degree or equivalent experience required
- 5 or more years of experience in managing contractor led consulting engagements
 - Strong familiarity with project management software, such as Microsoft Project
- Proven ability to meet high quality standards while meeting deadlines and budgets
- Professionalism, attention to detail, commitment to quality

- Excellent interpersonal skills; team-player
- Strong written and oral communication skills.

Desirable

- Certifications such as Prince, or those earned from Project Management Institute (PMI) are desirable
- Can conform to shifting priorities, demands and timelines through analytical and problem-solving capabilities.
- Persuasive, encouraging, and motivating.
- Ability to elicit cooperation from a wide variety of sources, including upper management, clients, and other departments.
- Ability to bring project to successful completion through political sensitivity.
- Knowledge of Teton County organizations, history, and issues
- Knowledge of Teton County Emergency Services

Teton County Emergency Services Study

Problem Statement

Teton County, Idaho spends approximately \$4.7 million per annum to provide emergency services (defined as police, fire, rescue¹, hazmat, ambulance/EMS, inter-facility transfer, and dispatch) to its 10,200 citizens and the citizens of nearby Wyoming. Those funds are provided through the County general fund, the collection of taxes in two taxing districts (one for fire and one for the ambulance), fees collected through vehicle registration, 911 fees on phones, and grants². Teton County currently provides those services using separate paid fire, rescue, and hazmat; ambulance and inter-facility transfer; and, police and dispatch organizations. The County has not defined and measured our service levels. Teton County seeks to determine how to set goals for our levels of emergency service and to define those levels of service in a way understandable to the community. The County wants to identify other communities with characteristics similar to ours, and to identify how and at what cost those communities provide emergency services. Using those examples, the County will utilize community, professional, and political input to build the goals to improve our emergency services.

Background and Scope of Work

Teton County, Idaho was established January 26, 1915, with its county seat at Driggs. It was named for the adjacent Teton Mountains and valley. The valley was formerly known as Pierre's Hole where Indians held their councils and trappers met for their rendezvous. The county consists of approximately 459 square miles (293,760 acres). Most of the County is in private holdings (65%), with Federal or State managed lands constituting approximately 34% of the County. The remaining 1% of land base consists of waterways. The topography ranges from the high elevation (6,000 ft. average) Teton Basin that drains the Teton River and its tributaries, to the Big Hole Mountains in the southwest portion of the County, where peaks reach 9,000 feet. Counties that border Teton County include Bonneville, Madison, and Fremont Counties, as well as the State of Wyoming's own Teton County. Areas on the west slope of the Teton Range, including the town of

¹ Note that rescue, as defined in this document, includes extrication.

² The Fire District is also currently pursuing the implementation of impact fees in the cities of Driggs and Victor and Teton County, ID.

Alta, WY and Grand Targhee Resort, are only accessible through Teton County, ID. Therefore these areas are part of the service area for emergency services. Services have been provided through contracts with Wyoming on a cost reimbursable basis.

Although current practice has been to consider and manage the individual components of providing emergency services to Teton County residents, the County and its citizens desires to take a holistic approach to the problem of how best to provide emergency services to Teton County residents. Each major entity involved in providing emergency services to the County is participating in this study and all parties have a common desire to determine how to define and most effectively provide the right level of emergency services to the citizens.

Fire, rescue, and hazmat services are currently provided by fire department staff. Teton County Fire Protection District (the District) was created in 1997 as a separate legal entity to levy tax and provide fire protection services. Although it was created in 1997, the District was unable to levy tax until 1998. The basic operations are financed through property and sales tax revenues collected by Teton County and the State of Idaho and remitted to Teton County Fire Protection District.

The Fire District is run by three elected Commissioners, each elected to four year terms. Their names and terms are listed in Appendix A. The Fire Commissioners develop an annual budget, subject to Idaho laws and the laws governing the fire district; and use those funds for the provisioning of personnel, equipment, buildings, and other necessities to provide fire and extrication services. See Appendix B for information on Taxing Districts and Property Tax collection.

The Fire Department is responsible for responding to all emergency calls based on notification by the County dispatch group, and managing all fire, extrication, non-medical rescue, and hazmat activities. If equipment and personnel are not otherwise dispatched on other calls, the Teton County Fire Protection District also responds to all medical emergencies along with the Teton Valley Ambulance Service and staffs a non-transport Advanced Life Support (ALS) service. Additionally, the Fire District, in conjunction with the Teton County Sheriff's Office, investigates all fires, including suspected cases of arson.

The Teton County Fire Protection District works hand in hand with the Sheriff's Search and Rescue team for Search and Rescue, based on a Memorandum of Understanding dated June, 2009. This MOU outlines how the Teton County Fire Protection District will respond first and will set up an Incident Management Team as appropriate. As members of the Search and Rescue team arrive on scene, they will be directed to tasks as outlined by the Incident Commander. This MOU includes Rope Rescue (Low Angle, Steep Angle, and High Angle), Ice Water Rescue, Open Water Rescue, Swift Water Rescue, Trench Rescue and Confined Space Rescue. This MOU does not include situations where an extended search is required. The Teton County Fire Protection

District's responsibilities are also limited to technical rescues that are accessible by the District's apparatus.

Police and dispatch services are under the County Sheriff, an elected position. The Sheriff serves a four year term, with the current term expiring in January of 2013. More information on the current Sheriff is in Appendix A. The Sheriff is responsible for public safety and providing dispatching services for all emergency services (supporting fire and ambulance through an interagency contract). The Sheriff reports to the County Board of Commissioners for budget.

The Sheriff's office provides service to the incorporated County as well as the cities of Driggs and Victor on a contract basis. The Sheriff's Office also has an interagency agreement with the Forest Service to patrol Federal campgrounds in the County. The jurisdiction for emergency response includes the entire county, including Federal lands.

The County Dispatch is responsible for staffing the county 911 center and responding to all emergency calls. The center is staffed 24x7 and is responsible for calls in all of Teton County Idaho and Alta and Grand Targhee in Wyoming. For calls received at the Teton County Idaho dispatch for an emergency response in Teton County Wyoming:

- Fire and ambulance calls are handled per the MOU's in the Appendices
- For police and public safety calls, Teton County, Idaho dispatch will direct Teton County Idaho Sheriff's staff to respond immediately if a life or the public safety is at risk. Otherwise calls requesting police assistance in Wyoming are referred to the Wyoming dispatch center for response.

For other types of calls (fish and game issues, forest land use issues, emergency management) received by Teton County Idaho dispatch, the dispatch passes the call onto the appropriate agency with responsibility.

Ambulance and inter-facility transfer services are under the auspices of the Ambulance Service District (ASD), a taxing entity created in 2003 by the Board of County Commissioners. The Commissioners of the County are also the Commissioners of the ASD. Again, more information on the Commissioners and their terms may be found in Appendix A. The ASD has, since its creation, requested bids for interested parties to provide ambulance and inter-facility transport services. The current contract holder and also the holder of the prior contract, is the Teton Valley Health Care, a county-owned hospital. That contract expires in September of 2013.

Ambulance and inter facility transfer services include:

- Responding to all emergency calls in the geography
- Providing Paramedic level staffing on the ambulances
- Equipping the ambulances with the necessary medical and other supplies

- Providing transport to and from other hospitals and facilities, especially after a patient is stabilized at the Teton Valley Hospital
- Managing medical care and rescue at accident sites
- Transitioning care to emergency room providers when patients are brought to the Teton Valley Hospital

Other emergency services, not within the scope of this study, are provided by:

- State and Federal law enforcement agencies.
- Teton County, Idaho Search and Rescue -- operating under the authority of the Teton County Sheriff's Office, they are responsible for inland water, wilderness and urban search and rescue in an area bounded by the County jurisdiction and they also provide assistance to Teton County, Wyoming, Caribou Targhee National Forest. This primary area includes some of the most popular and accessible terrain for winter and summer outdoor enthusiasts. As a non-profit organization they are supported through private donations and small amount of property tax money (\$2,000). See www.tcsosar.org
- Emergency Management and Civil Defense -- whose purpose is to mitigate, prepare, respond, and recover from any disaster or emergency that can happen to the community, act as a liaison between all local response agencies, the County Commissioners, citizens, and State and Federal response agencies, and advise local government officials in disaster situations and notify them of the occurrence of disaster situations. This group is managed by the Emergency Management Coordinator and reports to the County Commissioners.
- Teton County Idaho Local Emergency Planning Committee and Citizen Corps Council -- a volunteer group whose mission is to prepare and involve volunteers to serve our community. Representatives from all emergency agencies also sit on this council. This group is also managed by the Emergency Management Coordinator.
- Idaho Department of Lands -- administers fire protection plans for wildfires. The objective of the Teton County Wildfire Protection Plan is to identify and prioritize hazards and needs associated with wildfire within Teton County. This objective will be accomplished by public and official participation in identifying and documenting areas at risk from wildfire. Actions identified to decrease wildfire hazards and risk within Teton County are focused on public safety, emergency services, county infrastructure, natural resources, and property protection. Additionally, this plan should provide Teton County residents, public and private organizations with assistance and recommendations to reduce risk and hazards brought about by wildfires within Teton County. Action items are focused on wildfire mitigation and as appropriate, all hazard mitigation.
- Teton Valley Hospital -- a county owned hospital that received the federal designation of a Critical Access Hospital in 2002. The hospital is licensed to operate as a 13-bed primary care facility, additionally providing a selection of

specialty services. The hospital includes a 24/7 staffed Emergency Room consisting of two ER suites with a total of three ER exam areas. In addition to the hospital, TVHC also includes Driggs Health Clinic and Victor Health Clinic. Both clinics are designated Rural Health Clinics. The Hospital currently holds the contract to provide ambulance and inter-facility transport for the ASD.

The specific scope of work envisioned in this study includes the levels of service, organizational structure, and estimated costs for the police, fire, rescue, hazmat, dispatch of all emergency services, and ambulance/EMS services and inter-facility transfer providers. Given the small size and staffing of the hospital, this study will also specifically include hospital transitioning from pre-hospital care providers to hospital staff (transition being defined as the point where responder/transport staff is no longer needed to assist with patient care in the ER). While the County understands that there are other groups and individuals that assist in providing emergency services, this scope should address the most commonly used service providers.

The definitions of levels of service must use existing national standards and reflect their adoption by similar communities. Specifically included in level of service standards must be metrics on response times, what is provided within those response times, the capability or level of service provided by the personnel, and the frequency of occurrence and geographic coverage.

The geography served by these emergency providers will remain constant and changes are excluded from the study. That geography is currently all of Teton County, Idaho; Alta and surrounding areas of Wyoming; Grand Targhee Ski Resort; and Teton Pass to the Wilson Fire Station. Please note that providing ambulance services to Alta and Grand Targhee are covered by the Ambulance Services Contract between Teton County, Wyoming and the ASD (see Appendix C). Dispatch services are provided to Alta and Grand Targhee pursuant to the Dispatch Services Contract between Teton County, Idaho and Teton County, Wyoming (see Appendix D). Fire protection services are provided to Alta and Grand Targhee are provided pursuant to the MOU included in Appendix E.

The County is providing and expects the contractor to utilize population and demographic information from publicly available resources such as: 2010 Census, 2008 Agricultural census, and City-data.com. Where privately developed data is used, its source and accuracy/validity must be documented. The contractor should assume growth in population is no more than 3% per year over each of the next five years.

In identifying similar communities the contractor must take into account the following types of characteristics: population, population density, seasonality of population, geographical coverage, projected growth, income characteristics, economic conditions, recreational (e.g., ski area, national park) areas, property tax base, and land use. The contractor may also propose additional characteristics by justifying their affect on or relationship to the provisioning of emergency services.

Proposed Approach

There are two beliefs driving the proposed approach:

1. Teton County is not unique and other communities have and do face similar issues in providing emergency services. The County wishes to learn from the experience of those communities and use that to establish goals for our emergency services, with expected costs and benefits.
2. Once provided with the goals, the County has sufficient expertise to implement and operate in a way that achieves those goals.

Hence, our purpose in conducting this analysis is to learn from the exemplars, establish level of service and budget goals that fit our community, and define a plan to achieve those goals.

Phase 1

The purpose of Phase 1 is to develop and recommend goals for the levels of service and approximate costs for providing those services in Teton County. The contractor will approach this in a stair step fashion, with incremental deliverables, review and approval of the deliverables, and agreement before moving onto the next level of analysis.

Task 1: Identify and Assess Exemplars -- In this task, the contractor will identify like communities, standards of service in those like communities and, using accepted metrics, quantify the costs for providing those services. The like communities should be identified using the characteristics included in the Background and Scope section, as well as any others proposed and approved. For each "like" community, the contractor will identify the standards of service provided and the costs and necessary staffing for those services. The County recognizes that not all communities publicize or know levels of service provided. The contractor will need to cull service data from "like" communities that provide it, as well as utilize the publicly reported incident data to infer such levels. The County anticipates in excess of 20 "like" communities to be identified and profiled with levels of service. Levels of service must be defined for each emergency service provided.

- *Deliverable -- List of like communities, rationale for choosing those communities, and level of service provided by those communities.*

Task 2: Define Levels of Service and Cost Ranges -- The contractor will identify a reasonable range of expected standards that are achieved by the exemplar "like" communities, and extrapolate the costs that would apply to Teton County, if it were to adopt such standards. Extrapolation may involve such factors as adjusting to fit the Teton County population, number of towns, geographic size, or personnel costs. The

contractor will first identify and recommend metrics that can be used to measure the costs of the services. Then, using the defined metrics, the contractor will develop cost ranges for each level of service for Teton County.

- *Deliverable -- For each emergency service, recommended metrics and Teton County specific cost estimates for standards used by similar communities*

Task 3: Assess community, political, and professional views on standards of service and desired cost/benefit -- Through a series of interviews, the contractor will assess local views and attitudes on the levels of service and expected associated costs. The Teton County Steering Committee will identify at least 10 interviewees for the professional (e.g., firefighter, EMT, deputy) and for the political (e.g., Fire Commissioner, County Commissioner, Hospital Trustee, mayors, political party members) groups. Each interview must be conducted individually. In addition, the Teton County Project Manager will arrange at least 2 two hour community events to solicit general community viewpoints.

- *Deliverable -- Interview instrument and list of questions to be asked at community events*

Task 4: Recommend a level of service and cost estimate to Steering Committee -- Based on input received in the prior task, contractor will develop and recommend level of service goals and cost estimates for achieving those goals.

- *Deliverable -- Recommended benchmark levels of service for Teton County, cost estimates for providing such services, and rationale for choice*

Phase 2

After receiving approval for the recommended levels of service and costs estimates, the contractor will develop organizational recommendations for most efficient method of achieving level of service when running in a steady state. Organizational recommendations must include:

- Consolidation/separation of each emergency service under a single or separate management structure(s) or funding structure(s);
- Overall staffing levels, including a staffing plan; and
- Issues and risks in the proposed structure

All recommendations must be able to be effected without change to Idaho or Federal laws. If any proposed changes would require changes to Teton County laws or policies, those changes must be specifically identified.

In addition the contractor will develop a 3 year conversion cost estimate (assume conversion to new structure is complete within 2 years and the third year is used to measure the results). The contractor will also recommend an approach to make the recommended changes.

- *Deliverable - Recommended organizational structures*
- *Deliverable -- Recommended approach and rationale (including costs, political issues, and conversion issues)to effect recommended organizations*

Phase 3 (optional)

Contractor will develop a conversion and Implementation plan to effect conversion to proposed and accepted structure.

- *Deliverable -- Conversion and Implementation Plan*

Teton County Requirements

To effectively manage and to help ensure the success of the project, Teton County will:

- Establish and provide a single project manager to serve as counterpart to contractor project manager.
- Establish and maintain a Steering Committee to manage direction of project, review and act on recommendations, and approve Change Orders.
- Provide a single written response to each deliverable, detailing any comments or requested changes.
- Identify interviewees and provide their contact information.
- Arrange and manage 2 Community events and be responsible for attendance.

Proposal requirements:

Technical proposal

The contractor must respond using the following outline:

- Proposed Approach
 - A detailed description of how the contractor will develop each of the proposed deliverables
 - Measurable acceptance criteria for each deliverable
 - A project plan, showing both contractor and any necessary County resources. Contractor must provide a 14 calendar day timeframe for the review of each deliverable, with the exception of the interview questions. Teton County will provide a single written response to each deliverable, detailing any comments or requested changes.
 - A work breakdown structure (WBS), with resource names, for execution of work.
 - A description of any expected risks and issues that the contractor thinks might occur and a risk mitigation strategy for both those risks and any others identified during the project
 - The quality assurance process the contractor will use to prepare and respond to comments on deliverables, manage schedule and cost control, and manage scope change control.
- Qualifications
 - Introduce your team and identify a single point of contact
 - A statement detailing why the contractor and proposed staff have the qualifications to do the requested work. Contractor must cite prior work efforts performed by contractor and staff and present how those efforts are relevant to the proposed tasks.
 - Include a statement that commits the personnel and resources needed for this project
 - An organizational chart that includes key personnel, their role, location, and experience for all members of your team
 - The project manager should be identified and his/her skills, qualifications and experience related to projects of this type highlighted.
 - Include the Contractor's experience working in Teton Valley or communities similar to it.
 - Resumes of key personnel that include specific project experience similar to this study and their expertise in areas that will enhance the study
 - A statement of the contractor's Affirmative Action Policy
 - Two sample deliverables from prior projects that were performed by the contractor, by the staff proposed. Contractor must cite the relevance of the two sample deliverables to the proposed project.

- References that may be contacted to validate prior work performed by company and staff bid on this project. Please provide contact information for three (3) professional references that members of your team have worked with in the past and can give solid information about your skills and abilities.
- Any deviations or changes from the requested work that are proposed.
- An itemized list of tasks the County staff will be expected to accomplish, with an expected timeframe for each task.

Work for phase 1 must be completed within 90 days of project signing, phase 2 within 45 days after the Phase 1 recommendation is approved. Four hard copies and one soft copy (in Microsoft® Word 2007 or greater) must be provided with each deliverable.