

Project Proposal



**CRA/SOC with Master Plan
NPP Gov Contract
#M-5697104**

Prepared by:



**Emergency Services
Consulting International**

25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070
P 1.800.757.3724 | **E** info@esci.us | **W** www.esci.us

Proposal issued:
December 2021

**STATEMENT OF
CONFIDENTIALITY**

This proposal and supporting materials contain confidential and proprietary business information of ESCI. These materials may be printed or photocopied for use in evaluating the proposed project but are not to be shared with other parties.

About ESCI

ESCI Overview



Emergency Services Consulting International (ESCI) is an international firm providing specialized, high-quality professional fire, police, communications, and emergency medical services (EMS) consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976, and is considered by many to be the nation's leader in emergency services consulting.

Utilizing both full-time staff and over 60 expert field consultants nationwide, ESCI provides consulting services to municipalities; fire, ambulance, and hospital districts; non-profit organizations; and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship with the *International Association of Fire Chiefs (IAFC)*, the *Western Fire Chiefs Association*, the *National Fallen Firefighters Foundation*, the *National Volunteer Fire Council*, and the hundreds of clients we serve from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency services disciplines and related fields—staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and EMS issues and needs.

We provide a wide array of services, including organization audits and evaluations, cooperative effort and consolidation, health and safety evaluations; master, strategic, and growth management plans; deployment planning, hazard mitigation planning, executive searches, assessment centers, and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement creative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

ESCI's field associates have been active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in fire/rescue services, EMS, and law enforcement. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.



“

”

The ESCI Advantage

ESCI's advantage begins with our technical expertise and capability, extends to our experienced

your expectations.

ESCI at a Glance

- Mission: Provide expertise and guidance that enhances community safety.
- Fifteen full-time employees, with expert field consultants located throughout the country.

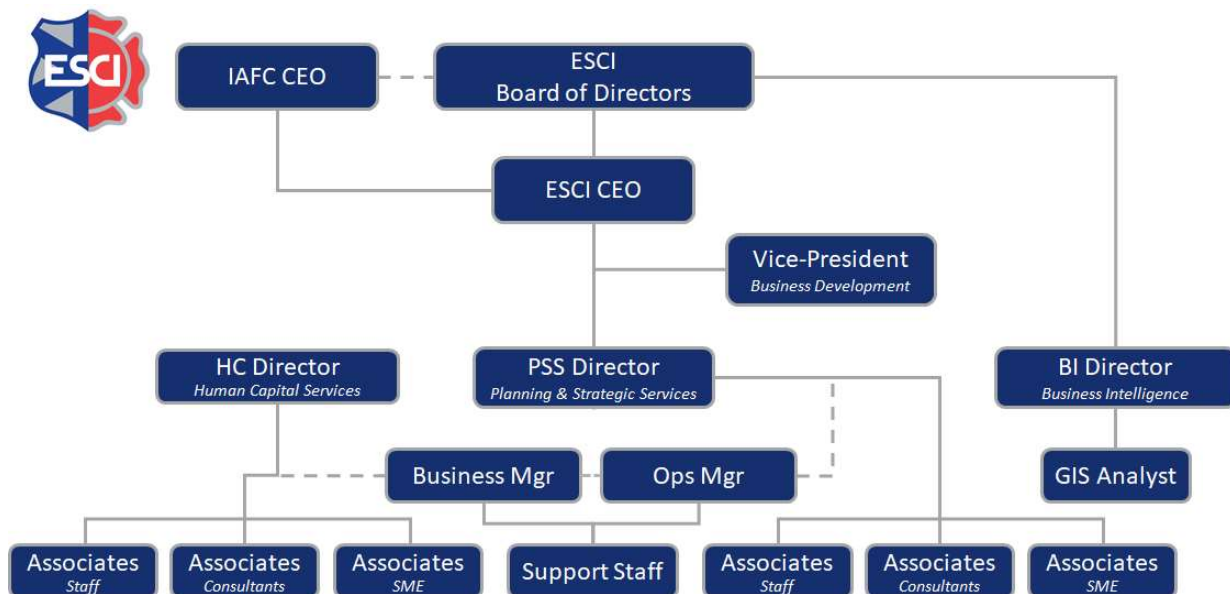


ESCI Offices

In order to better serve our clients, ESCI maintains our Corporate Office in Virginia and a

ESCI Organizational Chart

The following is an organizational chart of Emergency Services Consulting International, which includes descriptions of our various positions and services.



South Metro, Belton, Grandview & West Peculiar Fire Departments (Missouri)

Project:	Consolidation Feasibility Study	Contact:	Lee Stevens
Project Manager:	John Stouffer	Title:	South Metro Fire Chief
Population:	60,000+	Phone:	816.223.6895
Completed:	June 2019	Email:	lstevens@SouthMetroFire.org

Project Description:

This project entailed an analysis of six fire-service organizations; two of which were municipal departments, and four were fire districts to determine the feasibility of consolidation. ESCI conducted an in-depth analysis of each of the organizations, including finance, operations, staffing, communications, management, and many other components of the fire and EMS delivery systems in both counties.

Key Recommendation(s):

ESCI recommended the consolidation of the four career departments. Recommendations included three different models for deployment and staffing, and the associated costs. The recommendations included an implementation plan and options for interim collaboration until legal integration could occur. ESCI suggested an organizational structure and plan that included all personnel and staff remaining employed without loss of wages or benefits.

Hiawatha Fire Department (Iowa)

Project: Master Plan	Contact: Mike Nesslage
Project Manager: Michael Tucker	Title: Fire Chief
Population: 7,212	Phone: (319) 393-1515
Completed: December 20, 2018	Email: mnesslage@hiawatha-iowa.com

Project Description:

The City of Hiawatha, Iowa contracted with ESCI to conduct an Emergency Services Master Plan for the Hiawatha Fire Department in Iowa. The project involved an evaluation of current conditions, service delivery and response performance, followed by a forecast of future service demand and detailed recommendations on future strategies to be implemented to meet future needs.

Key Recommendation: ESCI's key recommendations as part of the master plan included the relocation of the existing fire station, establishment of response time and performance objectives to assist the city in decision-making relative to the timing of potentially opening the community's second fire station. ESCI also recommended the implementation of a formalized community risk reduction program consistent with industry "best practices". As part of the project, ESCI also conducted an analysis of potential fire station locations to assist the City in future decision-making. As part of the project ESCI provided the City with financial projections relative to capital improvement recommendations.

City of Glendale (Missouri)

Project: Dispatch Center Study	Contact: Curtis VanGaasbeek
Project Manager: Chuck Berdan	Title: Fire Chief
Population: 5,925	Address: 414 N Sappington, Glendale Mo, 63122
Completed: October 2017	Phone: (314)909-3040
	Email: curtisv@glendalemo.org

Project Description:

The City of Glendale, Missouri contracted with ESCI to conduct a study of the dispatch center at the Glendale Police Department. The City of Glendale, incorporated in 1916 as an exclusively residential city, has always been known for its gracious homes and its desirable qualities as a family community.

ESCI was asked to look at three options for the City of Glendale Police Department Dispatch Center:

1. Assess the operation of the existing dispatch center to address the concerns of the fire department.
2. Assess the possibility/need to move the fire department dispatch function to another governmental agency.
3. Assess the possibility/need to move all law and fire dispatching functions to another governmental agency.

Relevant Experience

The following are examples of ESCI's experience in providing similar consulting services to various organizations throughout North America. If requested, ESCI can provide more detailed information on any of the projects listed.

Project Category & Title	Organization	State	Year
Community Risk Assessments & Standards of Cover Reports			
CRA/SOC	Garland Fire Department	TX	2020
CRA/SOC	Menlo Park	CA	2020
CRA/SOC	City of Santa Maria	CA	2020
CRA/SOC	City of Seaside	CA	2020
CRA/SOC	City of Salinas	CA	2019
Fire/EMS Master & Strategic Plans			
Master Plan	Carson City	NV	2020
Independent Fire Study	County of Spartanburg	SC	2020
Master Plan	City of Rock Springs	WY	2020
Fire Rescue Master Plan	Marion County Fire Rescue	FL	2019
Standards of Cover and Strategic Plan	Prescott Fire Department	AZ	2019
Strategic Plan	State Assoc. of Fire & Emergency Districts (SAFE-D)	TX	2019
Hazard Analysis/Master Plan	City of Dearborn	MI	2018
Strategic Plan	Int'l Association of Fire Chiefs	VA	2018
Strategic Plan	Alexandria Fire Department	VA	2019
Standards of Cover and Strategic Plan	Santa Rosa Fire Department	CA	2016
Cooperative Services & Consolidations			
Cooperative Services Study	Walla Walla Fire Departments	WA	2020
Cost Allocation Study	City of Georgetown/Williamson County ESD 8	TX	2019
Integration Feasibility Study	Tumwater Fire Departments	WA	2019
Consolidation Study	City of West Haven	CT	2019
Performance Review & Alternative Governance	North Tahoe and Meeks Bay FPD	CA	2018
Consolidation Feasibility Study & Service Review	Local Agency Formation Commission	CA	2018
Cooperative Efforts Feasibility Study	City of Santa Rosa & Rincon Valley FPD	CA	2016
Agency Evaluations and Station Location Studies			
Fire Department Staffing Analysis	Santa Rosa Fire Department	CA	2020
Agency Evaluation	Fairview Fire Department	TX	2019
Fire Department Evaluation	Yreka Fire Department	CA	2019
Station Location Analysis	Barrow County	GA	2019
Police and Fire Station Location	Sioux Falls Police & Fire	SD	2018
Station Location Analysis	American Fork Fire Department	UT	2017



Project Understanding

The City of Independence seeks a qualified fire service consulting firm highly experienced in fire, rescue and EMS service delivery, community risk assessment, fire station location and long-range master planning to provide the Independence Fire Department with a comprehensive operational assessment to successfully position it for future growth in service demand based upon community risk. Voters in the City of Independence, Missouri recently passed a Fire Protection Sales Tax proposal to increase the current 1/8 cent sales tax due to sunset at the end of 2026 to 1/2 cent with no sunset provision. The newly passed measure will provide additional, necessary funding to replace five aging stations and add one new fire station as well as replace critically needed apparatus and equipment. Further, while call volume has almost tripled since 1991 and staffing levels have been reduced, the new funding will be used to hire additional personnel to fully staff current and proposed apparatus, maintain appropriate span of control, and provide necessary, ongoing training and administrative support.

The City of Independence has 123,000 residents, covers approximately 78 square miles, and is served by the Independence Fire Department, a full-service fire department providing fire, rescue, and first response EMS service from ten fire stations, only three of which have been built within the last 30 years. Ambulance service to the city is provided by a third-party provider and fire dispatching services are provided by the Independence Police Department. The IPD Communications Center is the primary Public Safety Answering Point (PSAP) for the city and EMS calls are initially handled by IPD which then dispatches the fire department. The call is then transferred to the third-party EMS provider. During the process, no caller information is provided to the fire department which is often cancelled enroute after the EMS dispatch center determines that the call is a lower priority call not needing fire department resources.

The study will determine the recommended number and optimal location(s) of fire stations needed to serve the community currently based upon industry standards and at full build-out based upon long-range growth/annexation plans and community risk. The study will accomplish four major goals including but not limited to the following:

- Determine adequacy of existing station locations to meet current and expected service demand
- Determine need for one or more new fire stations and optimal location to service existing and future demand based upon community risk profile
- Determine personnel needed to adequately staff apparatus at each station to maintain or improve upon current ISO PPC rating of two
- Provide recommendations on fire, rescue and EMS call handling and dispatch procedures

ESCI proposes a Long-Range Master Plan with Community Risk Assessment (CRA)/Standards of Cover (SOC) Study to provide the Independence Fire Department with a detailed analysis of current resource deployment as it applies to existing and potential new fire stations, including apparatus and personnel assigned as well as emergency call receipt, processing, and communications procedures. The study is designed to quantify current service delivery, evaluate service delivery and response performance, and develop strategies with which to make facility location and staffing decisions that will meet anticipated needs and resultant future service demand.

The project will consist of three components, beginning with an *Evaluation of Current Conditions*. In this step, ESCI will review existing fire station locations, risk and demand and conduct a detailed analysis of current service delivery, staffing, and response performance as well as a review of emergency call processing and dispatch communications procedures. These observations and findings, compared with industry standards and best practices, are accompanied by recommendations for enhancements where needed.

The next step is the development of *Future Service Demand Forecasts*. ESCI will use a combination of historical population data, census information, comprehensive plans, and past incident history to project anticipated future workload and identify community risk.

Finally, the Long-Range Master Plan will use information gathered to identify and evaluate future strategies to meet long-range needs and match community risk with appropriate resources. Recommended approaches offer short-range (one year or less), mid-range (1-3 years), and long-range (greater than three years) implementation time frames to assist elected and appointed officials by quantifying current service delivery, evaluating service delivery and response performance against industry standards, analyzing community growth and development trends over the next 10-15 years, and developing strategies to make sound facility location, renovation/construction, staffing and deployment decisions. Further, the ESCI approach will provide the department with realistic, sustainable solutions to meet its future public safety needs. However, ESCI strongly recommends that the department re-evaluate its status after five years and redirect the plan as appropriate.

Long-Range Master Plan with CRA/SOC Scope of Work

Phase I: Project Initiation & Site Visit

Task 1-A: Project Initiation & Development of Work Plan

ESCI will develop a project work plan based on the scope of work and converse with the Independence Fire Department (IFD) project team to gain a comprehensive understanding of the organization's background, goals, and expectations for the project. This work plan will be developed, identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This process will establish working relationships, make logistical arrangements, determine lines of communication, and finalize contractual arrangements. Other agenda items will include data collection, interview plan and tentative schedule, interim milestones, meetings, deliverables, and transfer of pertinent reports and background material.

Task 1-B: Acquisition & Review of Background Information

ESCI will request pertinent information and data from the IFD project manager. This data will be used extensively in the analysis and development of the master plan. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current agency studies, research, or reports

- City Comprehensive Plan documents, including current and future land use information
- Local census and demographic data
- Zoning maps and zoning code
- Financial data (past five years actual revenue and expense plus current adopted fiscal year in line-item detail), including debt information, financial audits (five previous years) long-range financial plans, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Resource deployment documentation
- Facility and apparatus inventories
- Local collective bargaining agreement
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data (at least the most recent five years)
- Police Department Communications Center policies and procedures, staffing and shift schedules
- Computer-Aided Dispatch (CAD) incident records (at least the most recent five years)
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Site Visit & Stakeholder Input

The ESCI project team will conduct interviews with and gather information from key personnel, including:

- Elected or appointed officials from the City of Independence
- Independence Fire Department chief officers, managers, and other key staff
- Police Department communications personnel
- Finance Director
- City planning staff
- Human Resources Director
- External fire and EMS agencies within the region that respond within the City of Independence
- Medical facilities, EMS medical director
- Employee groups
- Others as they may contribute to the project

The project team will interview key stakeholders of any organization that may be associated with this study. At a minimum, members of the project team will interview appropriate city officials, fire department officials, labor organization representatives, and other stakeholders that the project team deems necessary.

Phase II: Evaluation of Current Conditions/Standards of Cover Development

The initial phases of the study focus on a baseline assessment (organizational analysis) of the current conditions and current service performance. The purpose of this evaluation is to assess IFD operations in comparison to industry standards and best practices, as well as to create benchmarks against which options for future service delivery can be measured.

Task 2-A: Organizational Overview

An overview of the organization and community will be developed discussing:

- Service area population and demographics
- History, formation, and general description of the IFD
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources
- Description of the current service delivery infrastructure

Task 2-B: Financial Analysis

ESCI will analyze actual revenues and expenditures for all budgets/funds supporting IFD operations for a five-year period, including the current adopted budget(s) and proposed budget(s), if applicable. Review will include any CIP funds/debt service related to the department to provide a complete picture of the annual and long-term cost associated with providing fire, rescue, and EMS services. A status quo projection will be provided as context for the added expense, and associated revenue needs, of any improvements that may be needed following adoption of recommendations.

Task 2-C: Management Components

The IFD's basic management processes will be reviewed, including mission, vision, strategic planning, goals, and objectives; internal assessment of critical issues; internal assessment of future challenges; internal and external communications processes; document control and security; reporting and recordkeeping; information technology systems.

Task 2-D: Capital Assets and Capital Improvement Program (CIP)

ESCI will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

Facilities: Review and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

- Design
- Construction
- Safety
- Environmental issues
- Code compliance
- Staff facilities
- Efficiency
- Future viability

Apparatus/Vehicles: ESCI will review and make recommendations regarding the inventory of apparatus and equipment, providing an analysis of the IFD fleet, including all response, support, and staff vehicles. The evaluation shall consider types, number, replacement, condition, useful life, location, and deployment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulatory compliance
- Future needs

Capital Improvement Program: ESCI will review and make recommendations regarding the District Capital Improvement Program (CIP).

Task 2-E: Staffing and Personnel Management

ESCI will review current IFD staffing levels, distribution by function, location, and assignment and scheduling methodology. Personnel management systems will also be reviewed, focusing on human resources policies and handbooks; quality and status of job descriptions; personnel reports and recordkeeping; compensation systems; disciplinary processes; counseling services; application and recruitment processes; testing, measuring, and promotion processes; and health and wellness programs.

Task 2-F: Fire, Rescue, and EMS Dispatching

ESCI will review and make observations in areas specifically related to call processing/handling and dispatch communications for emergency calls for fire, rescue, and EMS calls for service. Emphasis will be placed on benchmarking current performance against industry standards including those of the Insurance Services Office (ISO), National Fire Protection Association (NFPA), National Emergency Number Association (NENA) and the Association of Public-Safety Communications Officials International (APCO). Impact of current performance on ISO PPC rating will be identified.

Task 2-G: Historical Service Delivery and Performance

ESCI will review and make observations in areas specifically involved in, or affecting, IFD service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Service Demand Study
 - Analysis and geographic display of current service demand by incident type and temporal variation
- Resource Distribution Study
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies
- Resource Concentration Study
 - Analysis of response time to achieve full effective response force (ERF)
 - Analysis of company and staff distribution as related to effective response force assembly
- Response Reliability Review
 - Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
 - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
 - Analysis of call concurrency and impact on effective response force assembly
- Response Performance Summary
 - Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)
- Mutual and automatic aid systems

Task 2-H: Planning for Fire Protection and Emergency Medical Services

The planning processes within the IFD will be reviewed. Key components include the adequacy of the current planning process; elements of tactical planning within the IFD; operational planning; strategic planning practices; long-range or other planning efforts; and recommendations relative to future planning process needs.

Task 2-I: Support Programs

ESCI will review and make overall observations involving support programs for the critical areas of training, life safety services, and communications.

Task 2-J: Emergency Medical Services Support and System Oversight

ESCI will evaluate the current Emergency Medical Services support and oversight mechanisms to include, but not limited to, the following: logistical support services; current medical control and oversight; quality assurance/quality improvement mechanisms in place; and system integrity against required credentialing.

Task 2-K: Haz-Mat Services Support and Response Capability

ESCI will review IFD hazardous materials response capability and supporting infrastructure against state standards.

Task 2-L: Technical Rescue Services Support and Response Capability

ESCI will review IFD technical rescue response capability and supporting infrastructure against state standards.

Task 2-M: Community Risk Assessment

ESCI will conduct an analysis of community risks, growth projections, and land uses and interpret their impact on emergency service planning and delivery. Land use, zoning classifications, parcel data, ISO fire flow data, economic value, building footprint densities, occupancy data, and demographic information may be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography and type.

ESCI will use local planning/zoning data combined with available Geographic Information System (GIS) data to evaluate the physical risks within the community to include:

- Overall geospatial characteristics including political and growth boundaries, construction, and infrastructure limitations
- Topography including response barriers, elevation extremes, and open space/interface areas
- Transportation networks including roads, rail lines, airports, and waterways
- Evaluation of physical assets protected

An interpretation of available census and community development data will be provided indicating:

- Population history
- Census-based population and demographic information
- City planning-based population information
- Transient population and demographic information (to the extent data is available)
- Population density
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes
- Non-structural risk categorization

ESCI will evaluate the current workload of the IFD and relate that analysis to the previously described community risk:

- A Service Demand study will analyze and geographically display current service demand by incident type and temporal variation

An analysis will be completed, and a matrix will be developed for the city's common and predictable risk types identifying staffing and resource needs. The matrix will be developed with consideration given to:

- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks

Phase III: Future System Demand Projections

The project moves forward with an assessment of the future community conditions, service demand, and fire protection risks that the Independence Fire Department can be expected to serve. ESCI will analyze city growth projections and interpret their impact on emergency service planning and delivery.

Task 3-A: Population Growth Projections

An interpretation of available census and city development data will be provided, indicating:

- Population history
- Census-based population growth projections and demographic changes anticipated
- City planning-based population growth projections

Task 3-B: Service Demand Projections

Population growth projections, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

Phase IV: Future Delivery System Modeling/Recommended Enhancements

The project concludes with strategies intended to place the IFD in a position to serve its future demand and risk successfully. ESCI will develop and analyze various facility location models and recommended response goals and targets for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Further, recommendations designed to improve call processing and dispatch communications for fire, rescue and EMS calls for service will be provided which are designed to align the department with current industry standards. Recommendations for enhancements to the service delivery system will be provided, identifying the best long-range strategies for service delivery and the impact of initiating such a strategy.

Task 4-A: Recommended Response Goals and Targets

The establishment of fire and EMS response time standards and targets is a primary responsibility of policymakers, based on community risk, citizen expectations and the District's capabilities. ESCI will provide data analysis and comparison against industry standards and will recommend response performance goals.

ESCI will identify the current level of emergency services provided by the District and compare performance against industry standards and best practices, such as the benchmarks described by the Insurance Services Office (ISO), consensus standards from the National Fire Protection Association (NFPA), recommended practices from the Center for Public Safety Excellence (CPSE), and other pertinent resources.

A review and discussion of existing response performance goals and response performance will be provided matching the nature and type of risks identified in the previous report sections. ESCI will then recommend response performance goals as follows:

- Response Time Performance – Each timed element of the response system, from receipt of call (call handling/processing) to first unit arrival
- Resource Distribution – Initial attack (first due) resources for risk-specific intervention
- Resource Concentration – Effective response force assembly (apparatus and personnel), of the initial resources necessary to stop the escalation of the emergency for each risk type

Task 4-B: Overview of Compliance Methodology

ESCI will work with the department's management team to develop a methodology that will allow the IFD to continually measure future performance. This methodology will include, but not necessarily be limited to:

- Records Management Systems (RMS) usage policies
- Assignment of oversight responsibilities
- Schedule of assessments
- Review requirements

Task 4-C: Optimization of Fire Station Locations

- Any relocations of existing fire stations
- Need for additional, future fire stations and potential locations
- GIS images of future fire station locations

Task 4-D: Other Short-, Mid-, and Long-Term Strategies

Recommendations for improving service delivery and system efficiency through short- (within one year) and mid-term (1-3 years) as well as longer-term (3-5 or more years) strategies will be provided in areas such as:

- Agency management and organization
- Service delivery methods
- Any relocation of existing facilities
- General locations of future necessary fire stations with trigger points for construction decision-making
- Selection and deployment of apparatus by type
- Staffing, crew configuration, and deployment of operations personnel
- Deployment of special units or resources
- Training programs
- Prevention programs and staffing
- Potential enhancements to emergency communications/dispatch system
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task 4-E: Cost Projections

ESCI will provide general projections of the cost of recommended long-term strategies, specifically related to:

- Facility changes or additions

- Staff changes or additions
- Primary apparatus changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided as one-year projections of additional or reduced expenditures resulting from full implementation of the strategy. Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery

Phase V: Development, Review, and Delivery of Master Plan with CRA/SOC

Task 5-A: Development and Review of Draft Project Report

ESCI will develop and produce an electronic version of the draft written report for review by the IFD team and other client representatives as appropriate. Client feedback is a critical part of this project, and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary
- Appendices, exhibits, and attachments, as necessary

Task 5-B: Delivery and Presentation of Final Project Report

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report along with an electronic copy in PDF file format. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)

Master Plan with CRA/SOC Project Completion Timelines

ESCI offers the following project timeline, which is subject to change based upon the mutual agreement of the Independence Fire Department and ESCI. The timeline will not begin until ESCI has been provided with *all* information and data necessary for the successful completion of the project. ESCI estimates a timeline of 180 days from the completion of fieldwork.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase I: Project Initiation						
Phase II: Evaluation of Current Conditions						
Phase III: Future System Demand Projections						
Phase IV: Future Delivery System Models						
Phase V: Development, Review, & Delivery of Project Report						

Long-Range Master Plan with CRA/SOC Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the project outlined in the Scope of Work. The fee ESCI is proposing to perform this study is inclusive of expenses as follows:

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation	\$18,951	\$4,215	\$23,166
Phase II: Evaluation of Current Conditions	\$25,500	\$0	\$25,500
Phase III: Future System Demand Projections	\$7,365	\$0	\$7,365
Phase IV: Future Delivery System Models	\$11,014	\$0	\$11,014
Phase V: Development, Review, & Delivery of Project Report	\$7,838	\$1,530	\$9,368
Total Cost (Not to exceed):			\$76,413

ESCI Hourly Rates

- Senior Level Project Oversight, Senior Data Engineer/SME \$200/hr.
- Project Manager, Senior Developer, GIS, BIA, mid-level Systems Engineer \$170/hr.
- Senior Data Analyst.....\$150/hr.
- Mid-level Data Analyst\$125/hr.
- Admin Support..... \$90/hr.

Proposed Payment Schedule

- 10% payment due upon signing of the contract.
- Monthly invoicing thereafter as work progresses.

Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/1/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER WHA Insurance Agency Inc 2930 Chad Drive Eugene OR 97408	CONTACT NAME: Jennifer Myers PHONE (A/C No. Ext.): 541-284-5832 E-MAIL ADDRESS: jmyers@whainsurance.com	FAX (A/C No.): 541-342-3786
	INSURER(S) AFFORDING COVERAGE	
INSURED Emergency Services Consulting International Inc Fields Consulting Fields Consulting Group, Inc 25030 SW Parkway Avenue #330 Wilsonville OR 97070	INSURER A : Lloyd's of London	
	INSURER B : At Bay	
	INSURER C :	
	INSURER D :	
	INSURER E :	

COVERAGES **CERTIFICATE NUMBER:** 230059821 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			PSJ0024766460	1/1/2021	1/1/2022	EACH OCCURRENCE \$ 3,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 Professionals Liab \$ 2,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PSJ0024766460	1/1/2021	1/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ AGGREGATE \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						PER STATUTE OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				
B	Cyber Liability			660525001	10/9/2020	10/9/2021	Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 City of Santa Maria its officers, officials, employees and volunteers are covered as additional insureds with respect to the General Liability insurance, insurance is Primary. Waiver of Subrogation is granted, per coverage language in the policy coverage form (attached) Page 31 section 16.
 16. Waiver of subrogation
 Notwithstanding CONDITION 15, we agree to waive our rights of recovery against any third party if, prior to the claim or incident which you reasonably expected to give rise to a claim, you entered into a contract that contains a provision requiring you to do this.

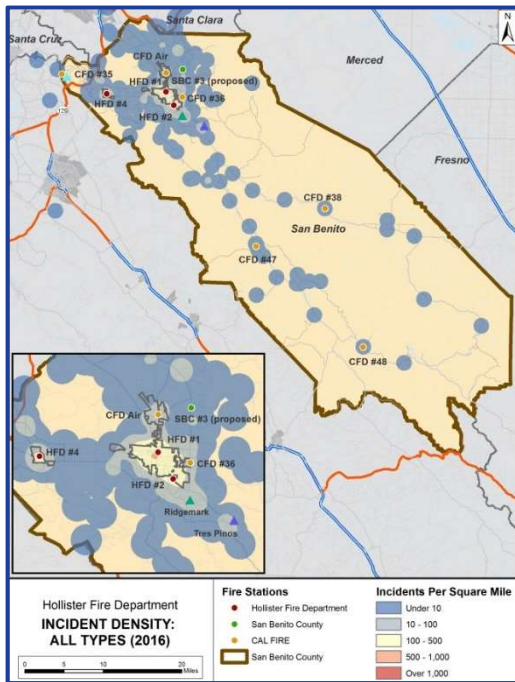
CERTIFICATE HOLDER City of Santa Maria 110 E Cook Street Santa Maria CA 93454	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--



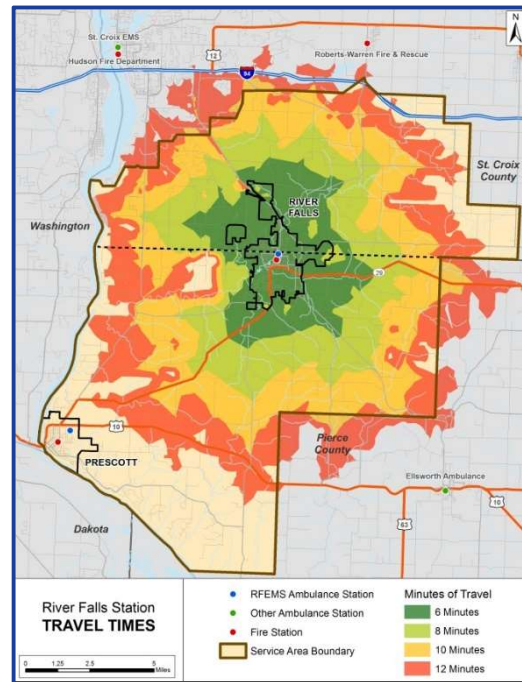
ESCI Examples of GIS Maps & Images

The following represents examples of GIS maps and other images created by ESCI for previous projects.

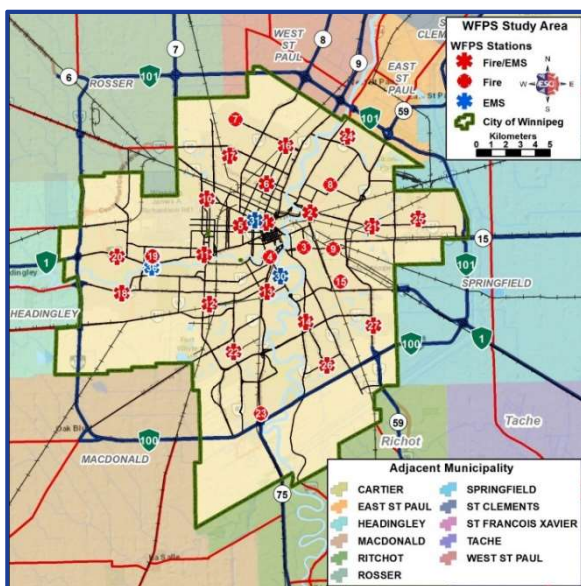
Incident Density Example



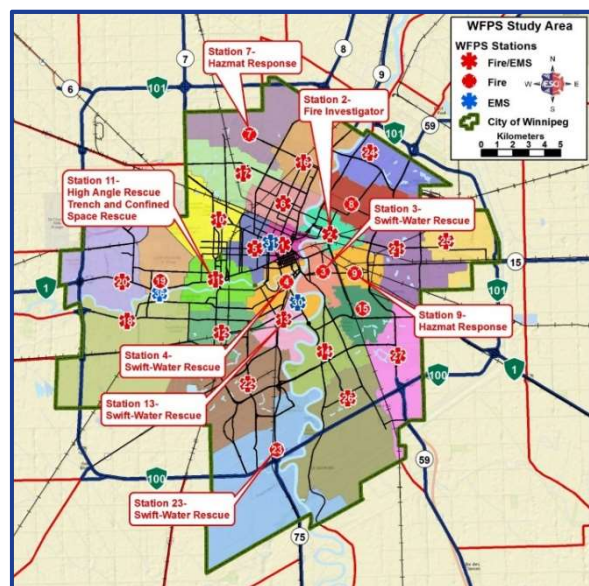
Travel Time Example



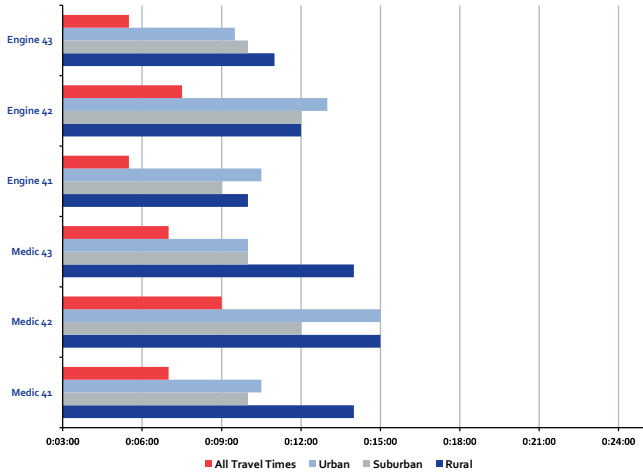
Study Area Example



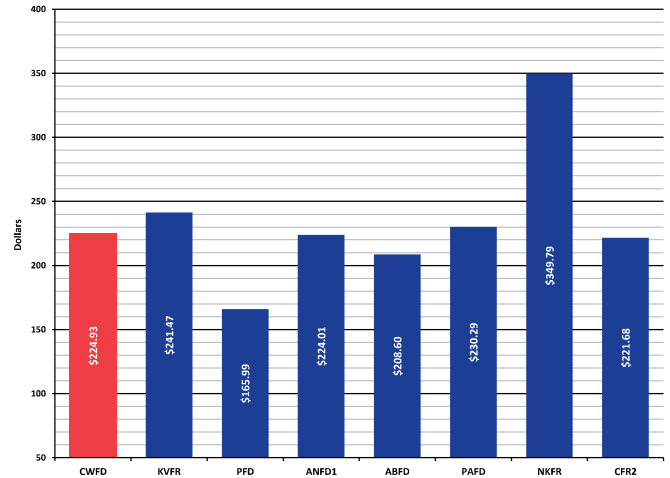
Special Incident Capabilities Example



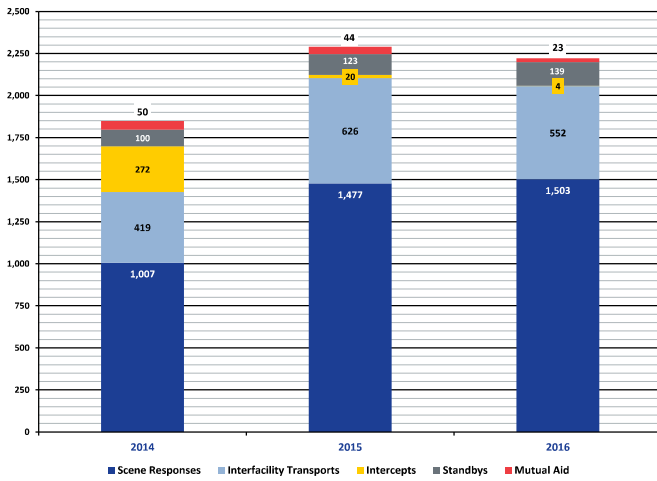
Travel-Time Chart Example



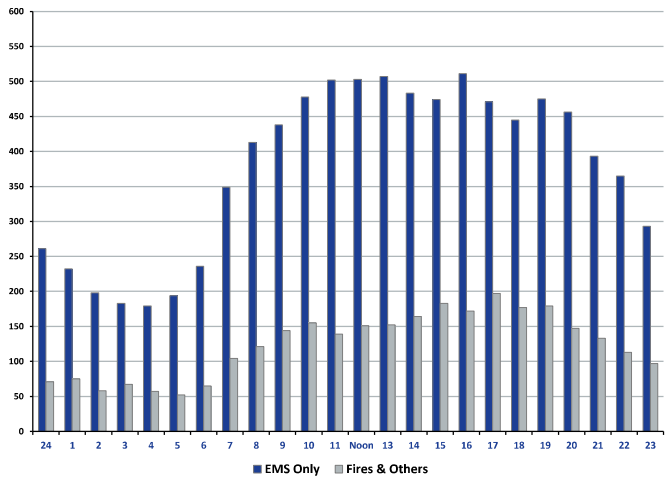
Cost Per-Capita Chart Example



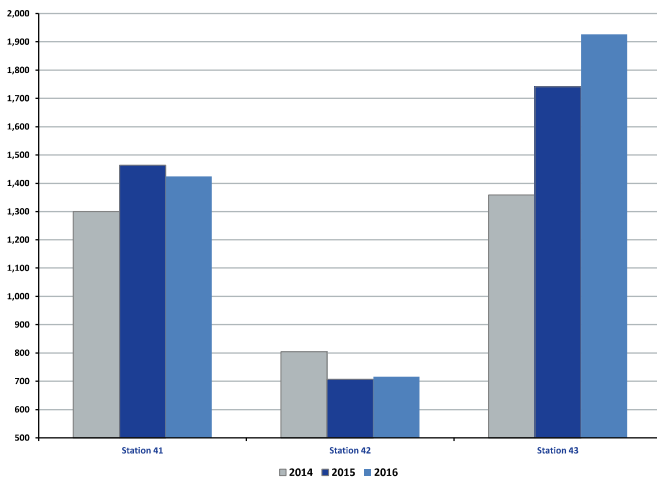
Medic Unit Incident Types Chart Example



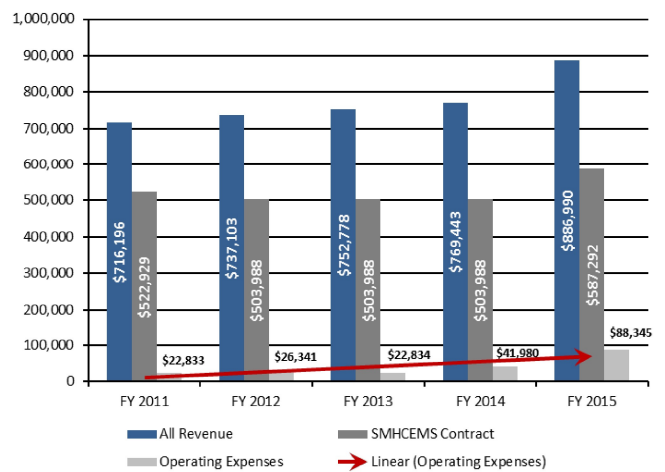
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example



Disclosures & Practices

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to the prior discussion of terms, conditions, pricing, or other offer parameters required by this solicitation. ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance & Litigation

ESCI is insured in excess of \$2,000,000. An example of the ESCI liability insurance certificate is included in this proposal. ESCI has no past and/or pending litigation or unresolved lawsuits.

Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

