



Project Proposal



Proposal for Professional Services: RFP STAFFING UTILIZATION STUDY Fire and EMS Department Study

City of Leon Valley, Texas

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

RE: Request for proposals for professional services: Standards of Cover and Utilization Study

Emergency Services Consulting International (ESCI) is pleased to submit our proposal to conduct a Standards of Cover and Utilization Study for the Fire and EMS Department. ESCI is well-positioned to assist you with this important project. ESCI has worked with many communities across the country; our project team has significant experience in the development and delivery of Master Plans, Community Risk Assessments, Standards of Cover, Strategic Plans, Agency Evaluations, Organizational Studies, Fire Station Assessments, and similar planning studies and reports.

The City of Leon, Texas, is seeking a qualified professional consulting firm to conduct a Community Risk Assessment (CRA)/Standards of Cover (SOC) analysis which will guide the Leon Fire Department (LFD) in the equitable provision of modern fire and emergency services. The analysis will be used to develop recommendations for appropriate staffing and deployment of fire, rescue, and emergency medical service (EMS) resources consistent with state and national best practices and industry standards. Specific emphasis will be placed on the following:

- Project deliverables will include, but are not limited to:
 - A review of core business practices and functions
 - A full workload assessment
 - Progress summaries and a preliminary draft report
 - A final report summarizing findings and recommendations
 - A high-level written summary for the Leon City Council
- The final report will:
 - Identify LFD strengths and weaknesses
 - Clearly and succinctly prioritize work needed to align LFD with current industry best practices and City council direction
 - Clearly articulate the relationship between workload and community risk, service demand, resource needs, and response time

ESCI will produce a Community Risk Assessment/Standards of Cover (CRA/SOC) document and tools that are fully compliant with industry best practices in deployment analysis. Further discussion between the ESCI team and the LFD project team during the project initiation phase will ensure that any additional issues not previously identified but relevant to this study will be fully discussed and included in the project. This evaluation and data analysis will be based on nationally recognized guidelines and criteria, including the National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to fire and emergency services, and generally accepted best practices within emergency services. All methodology used in this Community Risk Assessment: Standards of Cover analysis of the Leon Fire Department will follow the most recent guidance published by the Commission on Fire Accreditation International (CFAI).

ESCI is pleased to submit this response with a recommended project team, unique qualifications, work approach and plan, references, timelines, and cost proposal. We thank you for the opportunity to submit this proposal and are looking forward to working with you on this important project. Should you have any questions, please do not hesitate to contact me or your Project Oversight, Joe Powers at Joe.Powers@esci.us.

Sincerely,



Joe Powers, Managing Director

Emergency Services Consulting International

Esci.us | 503.570.7778 | Joe.Powers@esci.us



PROJECT TEAM



JOE POWERS, MPA, CFO, EFO

*ESCI Managing Director
PROJECT MANAGER*

Richmond, Virginia

Education

Master's Degree | Public Administration
Arkansas State University

Bachelor's Degree | Health Sciences
James Madison University

Executive Fire Officer
National Fire Academy

Professional Experience

Past Deputy Fire Chief | Community Risk Reduction

Board Member | IAFC Fire & Life Safety Section

Advisory Council | Vision 20/20 Project

Advisory Council | American Assoc. of Insurance

City Fire Official | Fire Marshal

Public Information Officer

Fire Accreditation Peer Assessor

Fire Credentialing Peer Reviewer

Joe Powers is a 29-year fire service veteran and holds a Master's in Public Administration and a Bachelor's in Health Sciences. Both locally and internationally, Joe works with fire departments to improve operational response, reduce organizational workload, and tie data to strategic decision-making. He worked for 20 years in Henrico County (VA) as a shift commander, strategic planner, accreditation manager, and innovator. Mr. Powers became the first Deputy Chief of Community Risk Reduction at the Charlottesville (VA) Fire Department, a position he built from the ground up. In Charlottesville, Joe believed the industry's value was in response and in building more resilient communities through risk assessment, partnerships, and matching resources to needs. Tying social service, community health, and mental health resources together, Powers and his teams matched resources to the community to decrease the workload in emergency response.

Today, Joe is the Managing Director for the International Association of Fire Chief's consulting firm, Emergency Services Consulting International. Since early 2022, Joe and the ESCI team have been thinking differently to change the world one community at a time.

Additionally, Mr. Powers worked closely with the Center for Public Safety Excellence, the International Association of Fire Chiefs as a board member for the Fire & Life Safety Section, the Vision 20/20 Project as a steering committee member, and frequently speaks at conferences on topics like community risk reduction, strategic planning, and fire service data. Joe lives outside of Richmond, Virginia, with his wife and two boys.



Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety



RODNEY MASCHO

Associate Consultant & Data Analytics

Ocala, Florida

Education

Bachelor Degree | Bachelor of Science
University of Florida

Associate's Degree | Science & EMS
College of Central Florida

Professional Experience

Deputy Fire Chief | Marion County Fire

EMS Adjunct Instructor | College of
Central Florida

Fire Service Instructor III

Fire Safety Inspector

American Heart Association Instructor

Rodney Mascho has served in the fire service for over 30 years. He currently serves as a Deputy Chief with Marion County Fire Rescue in Ocala, Florida. Thus far in his career, Rodney has held the positions of Deputy Chief, Division Chief, District Captain, Training Officer, Lieutenant, Firefighter/EMT, and Paramedic.

Chief Mascho's work experience and responsibilities have included fire department administration, community relations, human resources, financial management, strategic planning, emergency medical service, fire suppression, accelerant detection K-9 handler, and training in many areas of fire and emergency medical services. In his current position, he manages all administrative aspects of EMS transport and non-transport service and is the key data analyst for the department.

Rodney's deep understanding of the EMS aspects of the fire service, along with his extensive chief officer experience, provides a broad background to ESCI projects.



Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety



David Barry
GIS Analyst

Ocala, Florida

Education

Associate's Degree | Information Technology
Florida State College

Professional Experience

David Barry is a GIS Analyst with 13 years of experience using geospatial technology. He is passionate about leveraging the power of GIS to make the world safer and more sustainable. His most recent experience has been with Marion County Fire Rescue, where he provides GIS analysis and support for fire rescue operations in Florida's 5th largest county. Working for MCFR has galvanized his proficiency in many common types of GIS analysis, including response time performance, effective response force, municipal AOA, hydrant editing and maintenance for ISO, drive time, heat mapping, travel distance, and station allocation.



Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety



Richard Curtis, B.S., EFO

Associate Consultant

Project Associate

Anacortes, Washington

Education

Bachelor's Degree
Fire Service Administration
Eastern Oregon University, Oregon

Executive Fire Officer
National Fire Academy

Professional Experience

Fire Chief | Anacortes, Washington
22-Years – Retired 2018

Interim Fire Chief
City of Astoria Fire Department, Oregon

Interim Fire Chief
South Pierce Fire & Rescue, Washington

Curtis Emergency Services
Anacortes, Washington

Bonney Lake Fire Department
Battalion of EMS & Fire Prevention

Richard Curtis began his fire career volunteering with the Hoodland Fire District near Mount Hood, Oregon. After graduating from high school, Richard joined the department full-time, working for 12 years and advancing his career as a paramedic and company officer. Richard was hired by the City of Bonney Lake in Washington State and served five years as a Battalion Chief responsible for managing EMS and Fire Prevention services.

Richard then accepted the position of Fire Chief for the City of Anacortes, where he served for 22 years. The department provided paramedic/transport services, providing a unique insight into EMS services. In 2018, he retired from the fire service and started his business as an emergency management consultant and interim Fire Chief for fire departments in transition.

Since retirement, Richard has been honored to serve as interim Fire Chief for the City of Astoria, Oregon, and South Pierce Fire & Rescue, near Tacoma, Washington. These opportunities gave Richard a unique perspective and experience integrating within diverse organizational cultures, learning from the people and their processes, and providing recommendations and opportunities for improvement. After Richard completed his interim Fire Chief role with South Pierce Fire & Rescue, he was asked by the district to lead impact and contract bargaining on behalf of management for a senior officer reorganizational effort.

Richard joined the ESCI team as an associate consultant in October 2021. Richard provides a robust skill set and experience with combination fire departments within Cities and Fire Districts and is experienced with Master planning, Community Risk Assessments, Strategic Planning, Public Safety Review, and Cooperative Services Study.



Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety

References

Helena (Montana)

Project:	Long-Range Master Plan	Contact:	Jon Campbell
Project Manager:	Sheldon Gilbert	Title:	Chief
Population:	34,256	Phone:	406-447-8472
Completed:	May 2022	Email:	helenafiredepartment@helenamt.gov

Project Description:

In August 2021, the Helena Fire Department (HFD) retained Emergency Services Consulting International (ESCI) to conduct a Long Range Master Plan. The Long Range Master Plan provides the HFD with a detailed analysis of current resource deployment as it applies to fixed facilities, including apparatus and personnel assigned to a fire or EMS station. It is designed to assist communities with quantifying current service delivery, evaluating service delivery and response performance, and developing strategies to make facility location decisions that will meet anticipated needs and resultant future service demand. In brief, this planning process answers three questions:

- Where is our organization today? This is achieved via a detailed evaluation of the HFD as it is currently configured, including an analysis of all other relevant master, strategic, and standards of cover reports provided by HFD.
- Where will we need to be in the future? This is based on the status of the HFD and ESCI's analysis of past and future population growth and forecast future service demand.
- How will we get there? Providing short-and long-range future strategies designed to address long-term, future needs.

The project consisted of three components, beginning with an Evaluation of Current Conditions. In this step, ESCI reviewed existing facilities and conducted a detailed analysis of current service delivery and response performance. These observations and findings are compared with industry standards and best practices, accompanied by recommendations for changes, where needed.

The next step was the development of Future Service Demand Forecasts. ESCI used 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 report uses the information gathered to identify and evaluate Future Strategies to meet long-range needs. The approaches may include modification of existing facilities, relocation of current stations, and potential locations of future stations, if appropriate.

Berthoud, Colorado

Project:	Staffing Needs Assessment	Contact:	Stephen Charles
Project Manager:	Dan Qualman	Title:	Fire Chief
Population:		Phone:	970-532-2264
Completed:	July 2019	Email:	info@berthoudfire.org

Project Description:

Berthoud Fire Protection District (referred to herein as "BFPD" and "the District") engaged Emergency Services Consulting International (ESCI) to provide a Staffing Needs Assessment. This report serves as the culmination of the project that evaluates current conditions, projects future growth service demands, and provides recommendations to address the future staffing needs of BFPD. Using organizational, operational, staffing, and geographic information system (GIS) models, this phase of the study provides an evaluation of existing fire and rescue operations and recommendations for improvement in current services delivered to the community. The evaluation and analysis of data and other information is based on National Fire Protection Association (NFPA) standards, the Center for Public Safety Excellence/Commission on Fire Accreditation International (CPSE/CFAI) Standards of Cover, 6th edition, health and safety requirements, federal and state mandates relative to emergency services, BFPD guidelines, and generally accepted best practices within the emergency services community; where applicable.

Diamond Springs-El Dorado (California)

Project:	Long Range Master Plan	Contact:	Matt Gallagher
Project Manager:	Richard Curtis	Title:	Fire Chief
Population:	11,731	Phone:	530-306-8100
Completed:	September 2022	Email:	mgallagher@diamondfire.org

Project Description:

Diamond Springs - El Dorado Fire Protection District (DS-EDFPD) retained Emergency Services Consulting International (ESCI) to conduct a Long-Range Master Plan to guide the department for the next 15 years, then also conduct a Strategic Plan for implementation of the key recommendations over the next three to five years. On February 7, 2022, ESCI conducted the Kick-Off meeting, and On March 29-31, 2022, the Site Visit was conducted. In brief, this planning process answers three questions:

1. Where is our organization today?
2. Where will we need to be in the future?
3. How will we get there?

The report consists of three components, beginning with an Evaluation of Current Conditions, Future System Demand Projections, and Future Delivery System Models and Recommended Enhancements.

Woodstock (Georgia)

Project:	Long-Range Master Plan	Contact:	David Soumas
Project Manager:	Michael Hogan	Title:	Fire Chief
Population:	36,198	Phone:	770-926-2302
Completed:	December 2022	Email:	

Project Description:

Emergency Services Consulting International (ESCI) was contracted by the City of Woodstock in 2022 to produce a Long-Range Master Plan for the Woodstock Fire Department. The purpose of this study was to provide the following information:

1. Evaluate where the organization is today.
2. Identify future service delivery needs.
3. Provide recommendations and strategies to address future needs.

Project: Fort Bend

Project Manager: Joe Powers

Brandi Crone

Chief Operating Officer

Fort Bend County ESD#4

281-533-0095

Fulshear Simonton Fire Department

281-346-2800

Project Description:

The strategic planning process results in a three-to-five-year work plan, intended to guide the work effort of the entire organization toward a common set of goals and objectives. The process includes representation from every major interest group in the organization. Each person in the department should feel that their interests are represented by someone in attendance on the planning team.

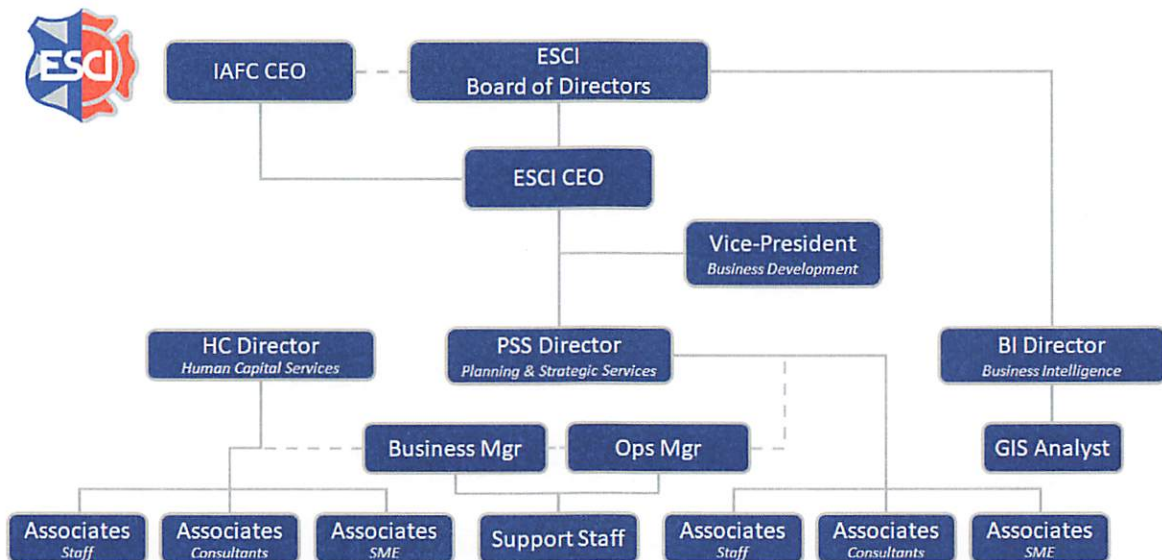
ESCI Offices

Headquarters Office

Joe Powers, Managing Director
4795 Meadow Wood Lane, Chantilly, VA 22033
Phone: 703.506.9400 • Email: mike.roth@esci.us

ESCI Organizational Chart

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



PROJECT APPROACH



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

Community Risk Assessment & Standards of Cover

Project Understanding

The City of Leon, Texas, is seeking a qualified professional consulting firm to conduct a Community Risk Assessment (CRA)/Standards of Cover (SOC) analysis which will guide the Leon Fire Department (LFD) in the equitable provision of modern fire and emergency services. The analysis will be used to develop recommendations for appropriate staffing and deployment of fire, rescue, and emergency medical service (EMS) resources consistent with state and national best practices and industry standards. Specific emphasis will be placed on the following:

- Project deliverables will include, but are not limited to:
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ESCI will produce a Community Risk Assessment/Standards of Cover (CRA/SOC) document and tools that are fully compliant with industry best practices in deployment analysis. Further discussion between the ESCI team and the LFD project team during the project initiation phase will ensure that any additional issues not previously identified but relevant to this study will be fully discussed and included in the project. This evaluation and data analysis will be based on nationally recognized guidelines and criteria, including the National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to fire and emergency services, and generally accepted best practices within emergency services. All methodology used in this Community Risk Assessment: Standards of Cover analysis of the Leon Fire Department will follow the most recent guidance published by the Commission on Fire Accreditation International (CFAI).

Scope of Work

Phase I: Project Initiation and Site Visit

Task 1-A: Project Initiation & Work Plan Development

ESCI will develop a project work plan based on the scope of work and converse with the City of Leon project team to gain a comprehensive understanding of the project's background, goals, and expectations. This work plan will include:

- 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, an interview plan, and a tentative schedule, interim milestones, meetings, deliverables, and pertinent reports and background material transfer.

Task 1-B: Acquisition & Review of Background Information

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

- Past or current 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
- Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facility and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data for the preceding five years
- Computer-Aided Dispatch (CAD) incident records for the preceding five years
- Local Geographic Information Systems (GIS) data, where available



Task 1-C: Site Visit & Stakeholder Input

The ESCI project team will perform a site visit to gather information about the department and community and to conduct interviews with key personnel, including:

- Elected or appointed officials
- Fire department chief officers, managers, and other key staff
- City planning staff
- City human resources director
- Labor leaders
- Other external fire agencies adjacent to the City
- Medical facilities, EMS medical director
- Others that may contribute to the project

The project team will interview key stakeholders who can contribute to this study. At a minimum, members of the project team will interview appropriate community officials and citizens, business owners, fire department officials, and others that the project team deems necessary. This may be done through in-person interviews and/or electronic surveying.

Task 1-D: Assessment of Community Expectations

ESCI facilitators will assist the department in identifying external customers/key members of the community. Once identified and invited, ESCI will convene one afternoon/evening external community session to gain a realistic view of community expectations regarding fire safety, emergency medical services, code compliance, and life safety activities. ESCI recommends the representatives of this citizen's focus group include, but not be limited to:

- Business owners
- Service groups representative(s) (i.e., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Members of civic organizations
- Media representative(s)
- Multiple citizens who have been actual recipients of fire and EMS (Emergency Medical Services) services respectfully
- Representatives of neighborhood organizations and/or homeowner associations
- Representatives of non-profit organizations
- Representatives of local industry
- Other citizen-customers as identified by the strategic planning group



ESCI will facilitate this group meeting with one LFD representative, usually a chief or chief officer, to act only as a technical resource and answer questions the facilitator cannot answer.

The process will seek to identify the following:

- How the community prioritizes the services provided by the organization
- Areas of community concern about the organization
- Community expectations
- Community's positive attributes of the organization
- How "good service" is measured

Phase II: Standards of Cover Development

ESCI will conduct an organizational analysis of the department based on the elements included in the following tasks. The purpose of this evaluation is to assess LFD operations in comparison to industry standards and best practices, as well as to create benchmarks against which to compare future improvements.

Task 2-A: Organizational Overview

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

- Service area population and demographics
- History, formation, and general description of the LFD
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design

Task 2-B: Review of Services Provided

The services currently provided by the LFD will be evaluated. Areas to be considered include:

- Review of emergency response services by type
- Review and evaluate operational staffing levels, distribution, and assignment
- Review staff allocation to various emergency functions
- Review staff scheduling methodology

Task 2-C: Capital Facilities and Equipment

ESCI will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of those 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 – Review and make observations regarding the inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Water capacity & fire flow
- Distribution and deployment
- Maintenance
- Regulatory compliance
- Future needs

Task 2-D: Community Risk Assessment

ESCI will conduct an analysis of community risks, growth projections, and land uses and interprets 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, including:

- 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
- Community 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 LFD 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 community'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 flow and other critical functions of the identified risks

Task 2-E: Review of Historical System Performance

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

- Resource Distribution Study—
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies.
- Resource Concentration Review—
 - Analysis of geographic display of the response time necessary to achieve full effective response force arrival in the study area using the existing distribution of all organizational resources
 - Analysis of company and staff distribution as related to effective response force assembly
- Response Reliability Study—
 - Analysis of current workload, including unit hour utilization (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 (resource drawdown)
 - Analysis of call concurrency and its impact on resource exhaustion
- Response Performance Analysis—
 - Analysis of actual system response time performance, analyzed by individual companies (to the extent data is available).
- Mutual and Automatic Aid Systems

ESCI will also review and consider any current or draft LFD performance goals, objectives, and measures in place to determine recommended service levels, performance measures, and staffing.



Phase III: Establishment of Performance Objectives

Task 3-A: Recommended Response Goals and Targets

The establishment of fire and EMS response time standards and targets is a primary responsibility of the Leon City Council, which sets policy based on community risk, citizen expectations, and the LFD'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 LFD and compare the department's 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 Commission on Fire Accreditation International (CFAI), and other pertinent resources.

A review and discussion of existing response performance goals (if in place) or a discussion of existing response performance (if goals are not in place) 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 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 3-B: Overview of Compliance Methodology

ESCI will work with the LFD's management team to develop a methodology that will allow the department 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



Phase IV: Development, Review, & Delivery of the Community Risk Assessment/Standards of Cover Report

Task 4-A: Overall Evaluation, Conclusions, and Recommendations to Policymakers

ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. These recommendations will be based on a review of best practices for cities with populations between 10,000 and 15,000.

ESCI will review the current 3rd party service delivery model and provide recommendations regarding three, five, ten-year, and buildout projections based on community goals and performance indicators. Additionally, ESCI will review Fire and EMS 3rd party provider resources and provide a complete report of current resource utilization, areas for improvement, and recommendations to ensure the department is resourced in a manner that provides for a safe community.

ESCI will develop one or more long-range options for resource deployment that will improve the LFD's level of service toward the identified performance objectives and targets. This may include but is not necessarily limited to, specific recommendations regarding the following:

- Any relocation of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel with appropriate span of control
- Deployment of special units or resources

ESCI will evaluate and present in a graphical and descriptive format the deployment option(s):

- Degree of benefit to be gained through its implementation
- The extent to which it achieves established performance targets
- Potential negative consequences



PRICE PROPOSAL

Community Risk Assessment/Standards of Coverage Completion Timelines

ESCI offers the following maximum project timeline, which is subject to change based upon the mutual agreement of the City of Leon 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: Standards of Cover Development						
Phase III: Establishment of Performance Objectives						
Phase IV: Development, Review, & Delivery of the Report						

Community Risk Assessment/Standards of Cover Study 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	\$16,384	\$4,655	\$21,039
Phase II: Standards of Cover Development	\$19,919	\$0	\$19,919
Phase III: Establishment of Performance Objectives	\$2,838	\$0	\$2,838
Phase IV: Development, Review, & Delivery of the Report	\$9,257	\$1,730	\$10,987
Total Cost (Not to exceed):			\$54,782

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME\$260/hr.
Project Manager, Senior Developer, GIS, BIA, mid-level Systems Engineer \$230/hr.
Senior Data Analyst\$200/hr.
Mid-level Data Analyst..... \$150/hr.
Admin Support..... \$90/hr.

Proposed Payment Schedule

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



PRICE PROPOSAL FORM

Please include the total price for each Scope of Work. Firms may submit proposals for one or both studies. Each price shall be for a not to exceed amount and shall include reimbursable expenses. The City reserves the right to negotiate proposed amounts with the selected firm(s).

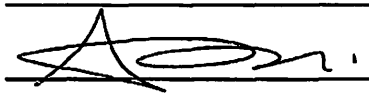
1. Police Department Standards of Cover and Utilization Study \$ _____
2. Fire and EMS Department Standards of Cover and Utilization Study \$ 54,782
3. Public Works Department Standards of Cover and Utilization Study \$ _____

The individual signing this certifies that he/she is a legal agent of the Company, authorized to submit on behalf of the Company, and is legally responsible for the decisions as to the supporting documentation provided.

COMPANY

Name: EMERGENCY SERVICES CONSULTING International

Authorized Representative

Printed Name: Andrea Hobi
Title: BUSINESS MANAGER
Email Address: andrea.hobi@esci.us
Phone Number: 971-300-9012
Signature: 
Date: 4-26-2023

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

Certificate Number:
2023-1012858

Date Filed:
04/26/2023

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

EMERGENCY SERVICES CONSULTING INTERNATIONAL, INC.
Wilsonville, OR United States

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

City of Leon Valley

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

RFP Staffing Utilization Study
Consulting

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Joe, Powers	Richmond, VA United States		X

5 Check only if there is NO Interested Party.

☐

6 UNSWORN DECLARATION

My name is _____, and my date of birth is _____.

My address is _____, _____, _____, _____, _____.
(street) (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in _____ County, State of _____, on the _____ day of _____, 20____.
(month) (year)

Signature of authorized agent of contracting business entity
(Declarant)