



PROJECT PROPOSAL

Prepared by:



**EMERGENCY SERVICES
CONSULTING INTERNATIONAL**

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FIRE & EMS SYSTEM

LONG-RANGE MASTER PLAN

LINCOLN PARISH

LOUISIANA



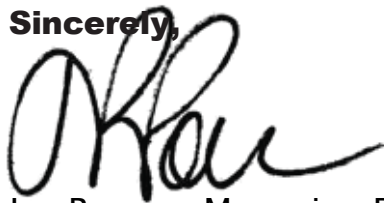
COVER LETTER

Emergency Services Consulting International (ESCI) is pleased to submit our proposal to develop a Fire & EMS System Long-Range Master Plan for Lincoln Parish. ESCI is well-positioned to assist you with this critical project. ESCI has worked with many communities across the country; our project team has significant experience in the development and delivery of Cultural Studies, Expansion Studies, Community Risk Assessments, Standards of Cover, Strategic Plans, Agency Evaluations, Master Plans, Staffing and Organizational Studies, Fire Station Assessments, and similar planning studies and reports.

Established in 1976, ESCI specializes in high-quality, professional consulting services to public safety and emergency management organizations throughout the United States and Canada. Considered the nation's leader in public safety consulting, the ESCI team brings first-hand experience and subject matter experts in emergency planning, mitigation, response, and recovery, with active involvement in highly visible and responsible leadership positions. ESCI operates on the principles of honesty, integrity, and service. You can count on us to understand your issues, challenges, and responsibilities and to provide proven, community-driven solutions and best practices designed to meet your specific needs on time and within budget.

We thank you for the opportunity to present this proposal, and we look forward to working with you on this critical project. Should you have any questions, please do not hesitate to contact me at joe.powers@esci.us.

Sincerely,



Joe Powers, Managing Director
Emergency Services Consulting International
esci.us | 503.570.7778 | Joe.Powers@esci.us



Since 2008, ESCI has been the consulting firm of the International Association of Fire Chiefs.



ESCI OVERVIEW



Since 1976, ESCI's strength has been its commitment to customer satisfaction, innovation, and quality services. We are a vision-driven organization that is growing and changing to meet the dynamic challenges and opportunities for public safety services worldwide. ESCI approaches its mission in a manner that results in scalable, sustainable, and defensible solutions for all types and sizes of public safety organizations.

Our formula is simple. We utilize the best and brightest consultants, professionals, strategic partners, and subject matter experts. These amazing men and women provide validated and proven analysis of current and future conditions, compare findings against industry best practices and community standards and provide innovative, sustainable, and customized solutions for the future.

We take the time to develop meaningful relationships with our clients and partners, provide recognition of the essential and vital work of public safety agencies, and demonstrate unwavering respect for the men and women providing public safety services worldwide.

ESCI is thinking differently about public safety consulting to help change the world, one community at a time. I encourage you to read through this prospectus and learn all we offer. We'd love to work with you and your community.



We accomplish this by providing the highest value of consulting services and educational programs.



The mission of ESCI is to provide expertise and guidance that enhances community safety.



THE ESCI ADVANTAGE

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

ESCI's team has first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization.

The ESCI Advantage includes:

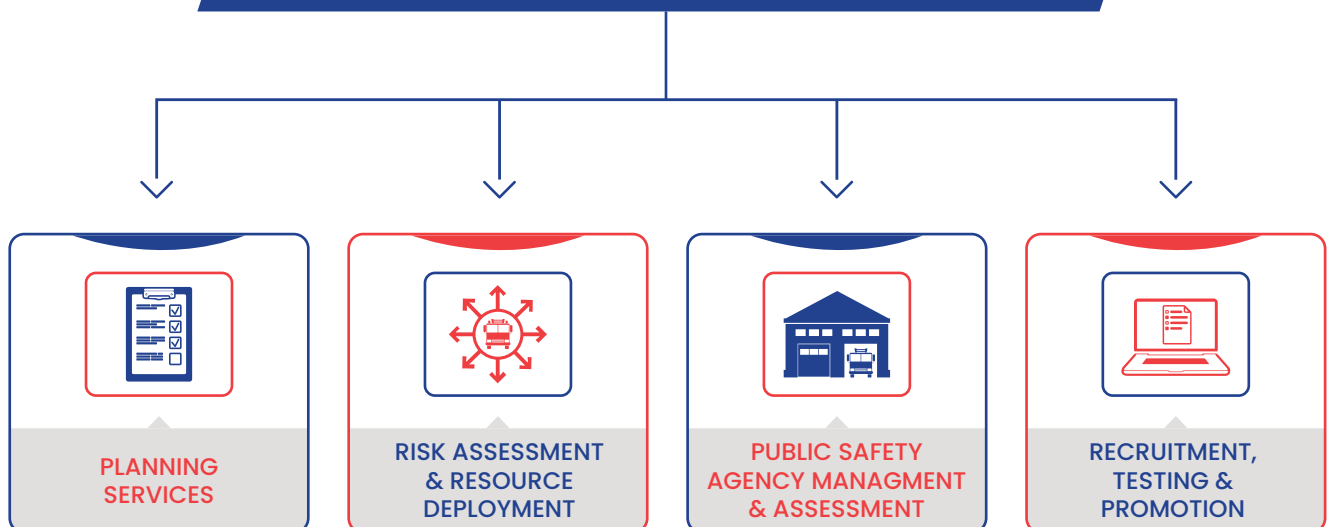
- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support and endorsement.
- Knowledge of contemporary issues associated with the delivery of emergency services.
- Experience with a variety of jurisdictions including municipalities, counties, and state governments.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your



ESCI AT A GLANCE

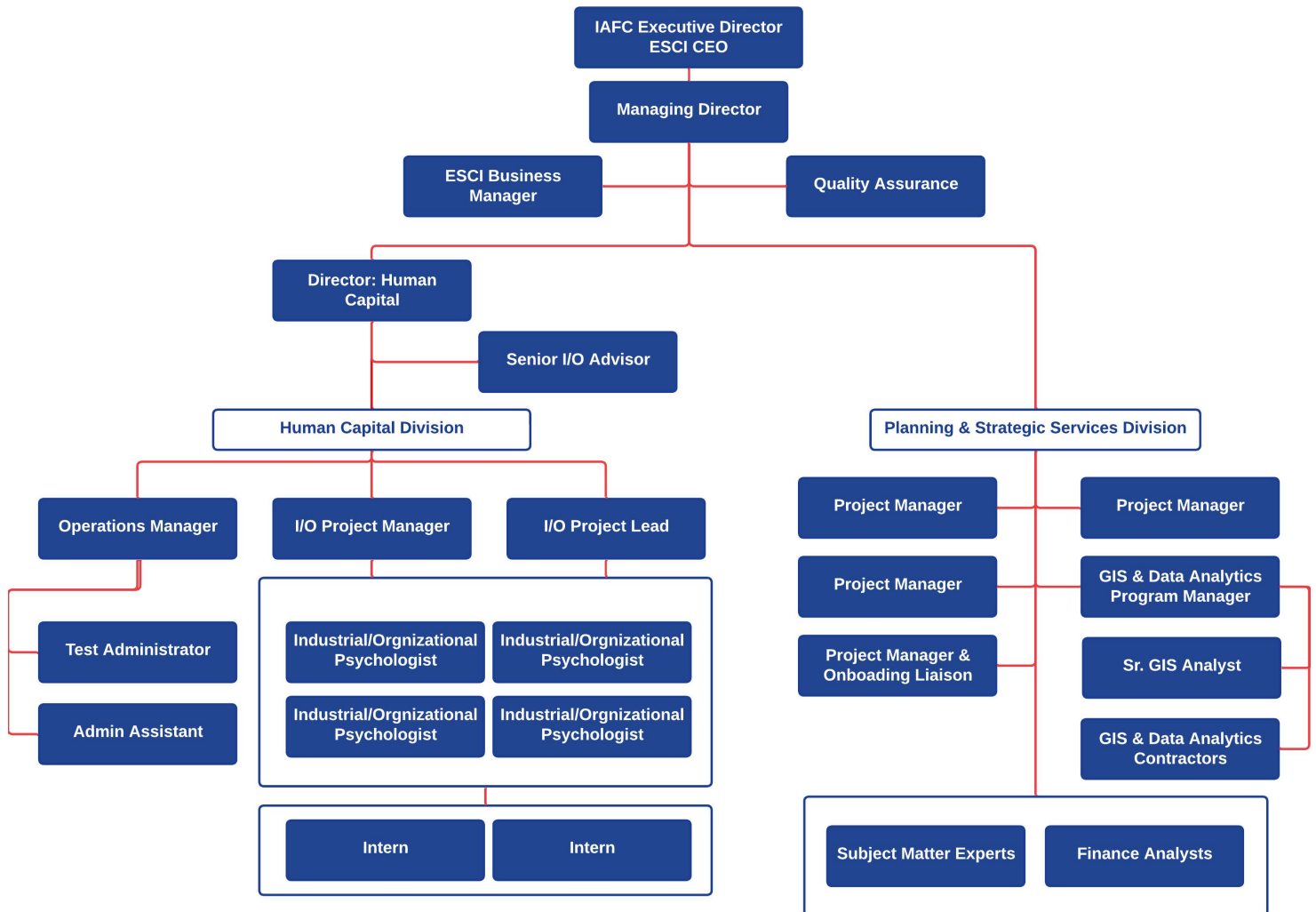
As the consulting firm of the International Association of Fire Chiefs, Emergency Services Consulting International has reliably met the needs of emergency services agencies for over nearly fifty years. With our international presence, ESCI has the ability to draw upon a international network of resources to assist with fire, EMS, law enforcement and homeland security agencies to plan and adapt to future needs.

COMMUNITY SAFETY



RELATIONSHIPS. RECOGNITION. RESPECT

ESCI ORGANIZATIONAL CHART



FIRE & EMS SYSTEM LONG-RANGE MASTER PLAN

LINCOLN PARISH FIRE & EMS RESPONSE SYSTEM

PROJECT UNDERSTANDING

Emergency Services Consulting International (ESCI) recognizes that Lincoln Parish seeks a qualified partner to assist in developing a Long-Range Master Plan (LRMP) for the parish's fire and EMS response system. Leveraging ESCI's extensive organizational and fire service experience, we bring a comprehensive perspective to guide the organization into the future.

The LRMP provides Lincoln Parish with an in-depth understanding of its current service profile and recommendations to be prepared for the next ten to fifteen years. The plan provides a high-level strategic roadmap that includes:

- background information about the community,
- a brief analysis of the community's risk,
- general description of the Lincoln Parish system,
- governance and lines of authority,
- current services provided,
- organizational design, including current service delivery infrastructure for both emergency and non-emergency services,
- financial profile, including budgets, funding, and planning,
- resource assessments, including facilities, fleet, personnel, and equipment
- historical system performance,
- community change expectations,
- recommendations.

The evaluation and analysis of the organization will be grounded in nationally recognized guidelines and standards, government mandates, community expectations, and reasonableness.

The LRMP will utilize gathered information to suggest strategies for meeting long-term needs and aligning community risk with appropriate resources. Recommended approaches will offer short, mid, and long-term implementation timeframes. These strategies will assist community leaders in making informed decisions regarding direction of the organization including service delivery models, resource management, staffing, deployment, and organizational efficiency and effectiveness.

Specific areas to be addressed in the recommendations may include, but are not limited to:

- stakeholder recommendations considering service levels,
- performance objectives, including measures and compliance methods,
- facility improvements and/or relocations,
- changes to service delivery models, including resource deployment of units and personnel,
- resource sufficiency,
- viable alternatives for providing emergency and non-emergency services,
- organizational planning,
- improved organizational efficiencies.

ESCI understands the importance of this project in providing an unbiased, third-party evaluation of the current fire service delivery model, its requirements, and what is needed for the future.

SCOPE OF WORK

Phase I – Project Preparation & Onboarding

Task 1–A: Project Initiation

ESCI will begin the project by formulating a comprehensive data collection plan tailored to the project's scope and objectives. This process will include collaborative discussions with the Lincoln Parish system's project manager to communicate the specific data collection requirements for the project. The data collection plan will outline the following key components:

- Identification of primary data to be collected, directly aligned with the project needs.
- Assignment of responsibilities, specifying key personnel for each data collection task.
- Scheduling regular follow-up meetings to ensure progress and address any issues.
- Client verification and approval of information and data gathered.

This structured approach ensures efficient data collection and establishes a clear framework for the project's ongoing monitoring and success.

Task 1–B: Acquisition & Review of Background Information

ESCI will work closely with Lincoln Parish's project manager to gather all necessary information and data for the comprehensive analysis and development of the project report. The accuracy and completeness of the data are essential for conducting a thorough assessment. Lincoln Parish's project manager will be responsible for verifying the accuracy of GIS and incident data.

The requested documents and information may include, but are not limited to, the following:

- Previous or ongoing studies or research
- Three to five years of incident response data from the client's records management system, including latitude/longitude (or similar) fields for each record.
- Internal planning documents
- System staffing levels and organizational structure
- GIS data, including zoning maps and response boundaries
- Financial data, such as debt information, long-term financial plans, and projections
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery protocols
- Inventories of facilities and apparatus
- Automatic and mutual aid agreements

This coordinated approach ensures the data collected will support a well-rounded and accurate project evaluation.

Phase II – Review of Background Information & Scheduling

Task 2–A: Review Data and Information

The ESCI project team will review the uploaded data and information to understand Lincoln Parish's fire and EMS system operations and practices. The project manager will coordinate with Lincoln Parish to provide any further data or information necessary for the project's specific needs.

Task 2–B: Scheduling

The ESCI project manager will coordinate with the client on potential site visit dates, stakeholder input, and other related activities. Additionally, the project manager will establish a communications rhythm.

Phase III – Site Visit & Stakeholder Input

The ESCI project team will conduct an on-site visit to gain first-hand experience of the project requirements. They will also conduct in-person (and remote interviews as necessary) with key stakeholders to gather information. Key stakeholders will be determined by both the ESCI and organizational project teams and may include both internal and external stakeholders.

Task 3-A: Site Visit

Members of the ESCI project team will conduct on-site visits in Lincoln Parish to gain direct insights and a comprehensive understanding of the project requirements.

Task 3-B: Stakeholders Interviews

ESCI team members will conduct conversations with identified stakeholders to collect perspectives on project needs and conclusions. Potential stakeholders may include the following:

- Internal
 - Chief officers
 - Employee groups
 - Committee Leader
- External
 - Elected officials
 - Appointed officials
 - Planning staff
 - Members of external departments

Phase IV – Evaluation of Current Conditions

Task 4–A: Lincoln Parish Community Overview

ESCI will develop an overview of the service area by describing its population and demographics, a general description of the community(s), and unique challenges for emergency service delivery.

Task 4–B: Governing Bodies

ESCI will describe Lincoln Parish's fire and EMS system governing body (or bodies), including governance types and the authority structure.

Task 4–C: Organizational Overview

ESCI will review Lincoln Parish's service response boundaries, detailing the specific services provided alongside a description of the adopted system performance standards. This will include a comprehensive description of the current service delivery infrastructure and the distribution of personnel within and across all divisions and functions.

Task 4–D: Organizational Planning & Assessment

The planning processes within the organization will be reviewed. Key components will include:

- Review and evaluate the adequacy of the current planning and assessment processes
- Review long-range planning efforts, including master and strategic planning
- Review progress on any existing adopted plans
- Review capital planning processes

ESCI will make recommendations relative to future planning processes.

Task 4–E: Financial Analysis

ESCI will analyze actual revenues and expenditures for all budgets/funds supporting the operations for five years, including the current adopted budget(s) and/or proposed budget(s), where applicable. The review will include any capital improvement planning (CIP) funds or funding programs based on the earlier long-term capital planning. In addition, and if applicable, the organization's debt service may be reviewed to provide additional projections of the annual and long-term costs associated with providing services to the community.

A projection estimate will be provided as context for the added expense and associated revenue needs of any improvements that may be needed following the adoption of recommendations.

Task 4–F: Physical Resources

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

- **Facilities:** As appropriate, either review staff assessments or visit existing facilities to evaluate:
 - Station efficiency
 - Functionality
 - Future viability
- **Apparatus/Vehicles:** Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include staff assessments of :
 - Age, condition, and serviceability
 - Distribution and deployment
 - Maintenance
 - Future needs

- **Equipment:** Review major capital equipment processes for maintenance and replacement standards.

Task 4–G: Community Service Delivery

ESCI will evaluate community service delivery through identified response functions. This will assess the various community risk reduction activities, as aligned with the system’s identified risk, including:

- Fire Suppression
- Emergency Medical Services
- Public Education
- Fire Prevention Inspections

Task 4–H: Performance Analytics

ESCI will review and make observations in areas specifically involved in or affecting 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 effective response force (ERF)

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 performance of individual companies (to the extent data is available)
- Analysis of call concurrency

Response Performance Summary

- Analysis of actual system performance, analyzed by individual companies (to the extent data is available).

Interactive Data Analytics Web Application:

ESCI will grant the client access to a web application based on the Esri ArcGIS Online platform. This application will include several of the components mentioned in this task. The client will have access to the application for one year following its initial deployment.

Task 4–I: Support Services

Evaluate the system's support services capabilities. Areas to be reviewed shall include, but not necessarily be limited to:

- Emergency communications
- Administration support
- Information Technologies
- Logistics and resource systems
- Fleet Maintenance
- Facility Maintenance

Phase V – Conclusions & Recommendations

ESCI will provide clear and actionable conclusions derived from a thorough analysis of the organization that aligns with the project's objectives, national standards, and industry best practices. These recommendations will highlight critical areas for improvement.

Task 5-A: Future Service Demand Projections

Population growth projections, along with historical and forecast activity rates, will be utilized to develop projections for future service demand and the impacts on identified staffing and work schedule options.

Task 5-B: Findings & Conclusions

ESCI will present key findings to the executive team, highlighting critical insights and identifying operational gaps and opportunities. Through comprehensive analysis and actionable recommendations, ESCI will provide clear insights to enhance organizational performance and optimize service delivery.

Task 5-C Short & Long-Term Recommendations

ESCI will propose strategies for both short-term (three to five years) and long-term (ten to fifteen years) improvements in service delivery and system efficiency. They will develop plans to achieve performance and financial goals, including strategies for staffing, work schedules, outcomes, and financial implications. Additionally, ESCI will suggest mid-term strategies to boost efficiency and service quality.

Task 5-D: Finance Projections

ESCI will provide general projections of the cost of key findings and recommendations. These may include adjustments or recommendations on:

- Fleet
- Facilities
- Staff
- Other Resources

Cost projections may include adjustments to capital expenditures and/or budgets. Additional findings and recommendations may be made, where appropriate, regarding:

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

Phase VI – Development, Review, & Delivery of Report

Task 6–A: Develop & Review Draft Report

The draft review process is a collaborative effort between Lincoln Parish and ESCI to refine the report to ensure it meets all project objectives. During this phase, ESCI will develop and produce an electronic version of the draft written report for review by the organization's team and other client representatives as appropriate. Client feedback is a critical part of this project, and an adequate opportunity will be provided for review and discussion of the draft report before finalization. ESCI and the client will engage in a review process, incorporating thorough revisions and changes to enhance the report's clarity, accuracy, and comprehensiveness. This process ensures that the final document is aligned and actionable with the project's goals and the client's expectations.

Task 6–B: Delivery & Presentation of Final Report

Once the draft report has been thoroughly reviewed and all client feedback has been incorporated, ESCI will finalize and proofread it and produce a final version in PDF format.

A formal virtual presentation will be conducted for the client organization to culminate the project. This presentation will provide an overview of the essential findings and recommendations and allow for any final discussions or clarifications.

Project Deliverables:

1. Long-Range Fire & EMS System Master Plan Report
2. Virtual Project Presentation

Project Completion Timelines

ESCI provides this project timeline, which may change based on agreements between Lincoln Parish and ESCI. The timeline starts only after Phase I is complete and all required data is provided. Client-initiated scheduling delays or errors in provided data may extend the timeline.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Phase I	<i>Phase I is completed before the timeline begins.</i>							
Phase II								
Phase III								
Phase IV								
Phase V								
Phase VI								

Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the Long-Range Master Plan outlined in the Scope of Work.

Project Phase	Consulting Fees	Expenses	Total
Phase I	\$3,330	\$0	\$3,330
Phase II	\$2,044	\$0	\$2,044
Phase III	\$15,121	\$3,094	\$18,215
Phase IV	\$22,870	\$0	\$22,870
Phase V	\$7,572	\$0	\$7,572
Phase VI	\$4,298	\$0	\$4,298
Total Cost (Not to exceed):			\$58,329

Pricing is valid for six months from the proposal submission date.

Proposed Payment Schedule

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

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME\$290/hr.
Project Manager, Senior Consultant.....\$270/hr.
Consultant\$240/hr.
Data Analyst\$165/hr.
Admin Support.....\$95/hr.