



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

PERSONAL SERVICES CONTRACT

This agreement made this ____ day of ____ 2022, by and between **City of Stevenson (Client)** and **Emergency Services Consulting International** doing business as an Oregon corporation in Wilsonville, Oregon, hereinafter called **ESCI**.

WITNESSETH:

1. For and in consideration of the payment, agreements, and scope of work herein attached as **Attachment A** to be made and performed, Client and *ESCI* hereby agree to commence and complete the consultation, to provide the work described, and comply with the terms of the contract to conduct a **Strategic Plan(Project)**.
2. *ESCI* will furnish labor, materials, and other services necessary to complete the **Project** for Client, and Client shall provide to *ESCI* the information, data, and assistance required as specified in the attached scope of work.
3. Fees: The Client shall pay *ESCI* a sum not to exceed **Sixteen Thousand Three Hundred Fifty Dollars (\$16,350), including expenses**. Client shall pay *ESCI* according to the following schedule:
 - A. 10% due at contract signing
 - B. Monthly payments as work progresses
 - C. Payment shall be made within 30 days of receipt of invoice
4. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
5. The laws of Washington shall govern this agreement.
6. *ESCI* shall comply with all federal, state, and local laws applicable to the work under this agreement.
7. Termination. Client may terminate this agreement for any reason upon thirty (30) days written notice to *ESCI*. Payment for all work completed and expenses incurred up to the time of termination shall be due immediately upon termination by Client.
8. Amendment. This agreement may be amended by mutual written agreement of all parties.


9. Independent Contractor. *ESCI* is engaged as an independent contractor and will be responsible for any federal or state taxes applicable to the payments under this agreement. *ESCI* is not currently employed by Client and will not be under the direct control of Client. Because *ESCI* is an independent contractor, Client will not be liable for any tax withholding, social security payments, state workers' compensation insurance, unemployment insurance, retirement system payments, or other similar expenses normally payable on behalf of employees of Client.
10. Indemnification. *ESCI* agrees to indemnify, defend, and hold harmless Client and its officers, agents and employees, from and against any and all claims, losses, actions, or judgments for damages or injury to persons or property arising out of or in connection with the acts and/or any performances or activities of *ESCI*, *ESCI's* agents, employees, or representatives under this Agreement.
11. Attorney Fees. If suit, action, or arbitration is brought either directly or indirectly to enforce the terms of this agreement, the prevailing party shall recover, and the losing party hereby agrees to pay, reasonable attorney's fees incurred in such proceeding, in the trial and appellate courts, as well as costs and disbursements as ordered by a court of competent jurisdiction.
12. This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. None of the parties to this agreement have relied upon inducements, concessions, or representations of fact, except as set forth in this agreement.

IN WITNESS WHEREOF, the parties hereto have executed, or caused to be executed by their duly authorized officials, the agreement in two (2) copies, each of which shall be deemed an original, on the first date written above.

City of Stevenson

By: _____ Title: _____ Date: _____
Signature

Emergency Services Consulting International

By:  _____ Title: Business Manager Date: 11/30/2021
Signature



Attachment A

Scope of Work



Stevenson Fire Department Washington

Proposal to conduct a

Strategic Plan

November 2021



Emergency Services
Consulting International

ESCI's Qualifications

ESCI Capabilities

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.

ESCI at a Glance

- Mission: Provide expertise and guidance that enhances community safety.
- Established in 1976.
- Headquartered in Wilsonville, Oregon, with a corporate office in Virginia.
- Extensive fire and EMS consulting throughout the U.S. and Canada.
- Fifteen full-time employees, with expert field consultants located throughout the country.

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 expectations.

ESCI Offices

In order to better serve our clients, ESCI maintains our Corporate Office in Virginia and a Headquarters Office in Oregon. The following is the contact information for each office, along with a complete organization chart.

Headquarters Office

Andrea Hobi, Business Manager

25030 SW Parkway Avenue, Suite 330, Wilsonville, OR 97070

Phone: 800.757.3724 • Email: andrea.hobi@esci.us

Corporate Office

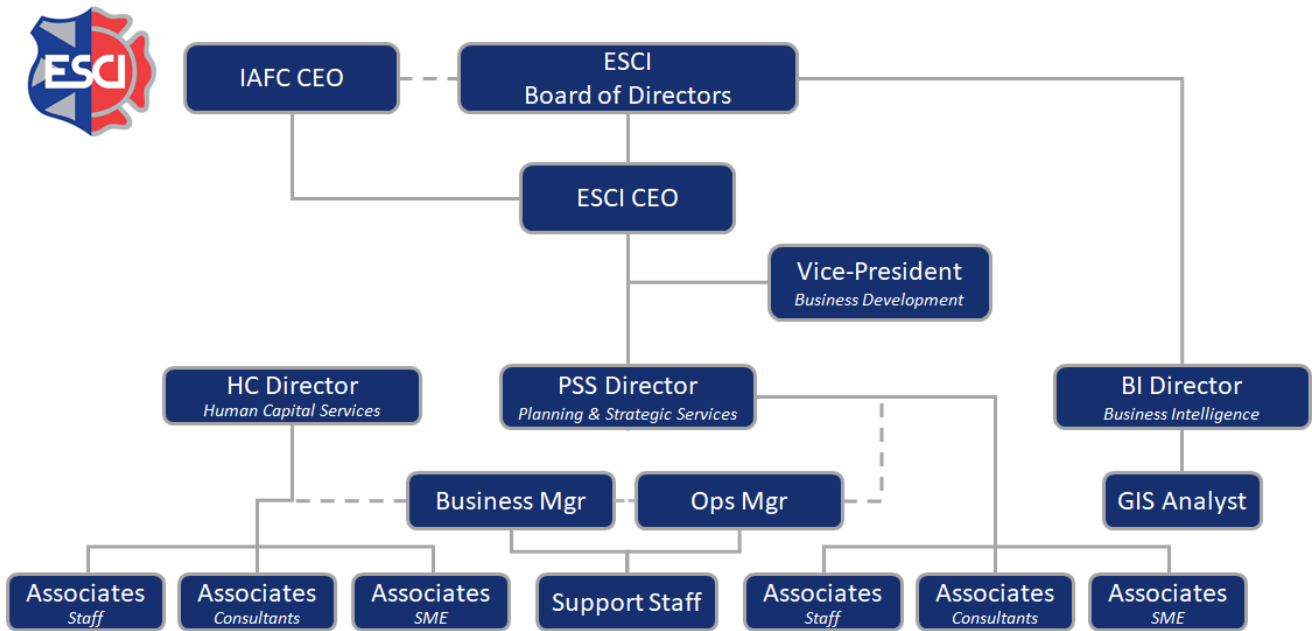
Mike Roth, Operations Manager

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 Team Organization Chart

The following organization chart represents the team assigned to your project. Additional information about each member of the team will be found in the *Project Manager & Support Staff* section, including the project team assignments, individual qualifications, and resumes.



Project Manager & Support Staff

Project Team Assignments

Emergency Services Consulting International has assigned the following project team. All team members will be available for the duration of the project. Along with the project team, ESCI’s full-time staff will be available to assist on the project as needed. Detailed information on the background and qualifications of ESCI’s project team will be found on the following pages.

The selection and experience of the Project Manager are important to the success of this project. ESCI is offering a Project Manager who will:

- Assist in the development and coordination of a project work plan.
- Possess the ability to work closely with your representatives.
- Facilitate project team meetings to share project findings and ideas.
- Provide direction based on experience in similar situations, and knowledge of Community Risk Assessments, Standards of Cover, and Strategic Planning assessments.

Team Member	Project Assignments
<p style="text-align: center;">Sheldon Gilbert <i>Planning & Strategic Services Director</i> <i>Project Oversight</i></p>	<ul style="list-style-type: none"> • Project Oversight • Customer Primary Point of Contact • Assignment of Additional Team Members • Overall Project Management • Project Consulting • Strategic Plan Facilitator
<p style="text-align: center;">Richard Curtis <i>Associate Consultant</i></p>	<ul style="list-style-type: none"> • Strategic Plan Facilitation • Project Consulting

Project Team Qualifications

Sheldon



Position: Project Oversight

Experience: Over 35 years

Mr. Gilbert, retired Fire Chief of Alameda County, CA, is ESCI's Project Oversight. Sheldon ensures our scope of work, project team, and pricing fit the needs of your agency.

Mr. Gilbert began his fire service career in 1984 as a Firefighter with the Fairview Fire Protection District. In 1986, he was hired with the Eden Consolidated Fire Protection District. On July 1, 1993, he joined the newly formed Alameda County Fire Department (ACFD) where he ultimately promoted to the rank of Fire Chief. Prior to being a Firefighter, Chief Gilbert was an Alameda County Paramedic. He was instrumental in the creation and growth of the ACFD and established the Alameda County FD First Responder Paramedic Program.

Professional Experience

- Fire Services and Emergency Medical Services Consultant, Current
- Interim COO & Director of Business Development & Government Affairs, Paramedics Plus, 2012–2013
- Fire Chief Alameda County Fire Department, 2006–2012
- Deputy Fire Chief, Support Services Alameda County Fire Department, 1998–2006
- Assistant Fire Chief, Alameda County Fire Department, 1995–1998
- Firefighter, Engineer, EMS Director, Eden Consolidated/ACFD, 1985–1995
- Mobile Intensive Care Paramedic/EMT Allied/Regional Ambulance, 1983–1986

Educational Background

- Harvard Senior Executives in State and Local Government Program
- Executive Fire Officer National Fire Academy
- Bachelor of Science Degree in Business Management
- Certificate in Fire Science
- California State Fire Marshal Certified Fire Officer Training
- Mobile Intensive Care Paramedic

Relative Experience & Associated Professional Accomplishments

- International Association of Fire Chiefs
- California Fire Chiefs Association (CFCA)
- California Metropolitan Fire Chiefs Association
- CFCA Liaison to the California League of Cities
- American Ambulance Association
- California Ambulance Association
- 2012 State of California Emergency Medical Services Distinguished Service Medal
- 2011 California Professional Firefighter (CPF) Partnership for Success Award recipient
- 2011 California Fire Chief of The Year, California Fire Chiefs Association
- California Fire Chiefs Association President, 2006–2011
- Governor Appointed Chair for Blue Ribbon Task Force (California Fire Sieges)
- Governor Appointee, Fire Service Representative and Chair of the California EMS Commission
- California Fire Chiefs Legislative Director
- Lead on California Fire Chiefs response to Governor's Pension Reform Initiative

Richard Curtis



Position: Associate Consultant

Experience: Over 42 years

Working in both Oregon and Washington state, Richard provides a strong set of skills and experience in combination fire departments within Cities and Fire Districts. Richard's commitment is to provide expertise for the project team in accomplishing the scope of work at a price that fits the needs of your agency.

Richard Curtis began his career as a volunteer with the Hoodland Fire District, near Mount Hood, Oregon. After graduating from high school, Richard joined the department fulltime, working for 12 years and advancing his career as a paramedic and company officer. Richard was then hired by the City of Bonney Lake, located in Washington State, and served 5 years as a Battalion Chief, responsible for the management of EMS and Fire Prevention services.

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

Richard currently has two consulting contracts with the City of Anacortes. The primary contract is to enhance and improve the emergency management program for the community. Separately, Richard just completed a two year consultation to conduct a water system risk/resiliency study for the second largest water purveyor in Skagit County.

Since retirement, Richard has had the honor to serve as interim Fire Chief for the City of Astoria, Oregon, and South Pierce Fire & Rescue, near Tacoma Washington. These opportunities provide Richard the unique perspective and experience integrating within the organization, learning from the people, 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 to consult with the district, as management's lead negotiator. This work involves impact bargaining for a leadership reorganization and a contract ratification for new positions.

Select Relative Professional Experience

- Curtis Emergency Services—Owner, 2018-Present
 - South Pierce Fire & Rescue—Lead Negotiator, 2020 (Jan)—Present
 - South Pierce Fire & Rescue—Fire Chief, 2019 (Sep)—2020 (Mar)
 - City of Astoria—Fire Chief, 2018 (Oct)—2019 (Mar)
 - Emergency Management Consultation
- City of Anacortes—Fire Chief, 1996–2018

Select Associated Professional Accomplishments

- Executive Fire Officer, 2016
- B.S. Fire Services Administration—Eastern Oregon University, 2009

Select Professional Affiliations

- Rotarian—Member from 1994–Present; Past President, 2004–2005
- Youth Dynamics—Board Chairman, 2008–2010

Project References & Experience

Project References

The following are several examples and references out of the hundreds of projects and studies previously

City of Pasco Fire Department (Washington)	
Project: Strategic Plan (Entirely Virtual)	Contact: Bob Gear, Fire Chief
Population: 70,560	Phone: 509-545-3426
Completed: October 2020	Email: GEARB@pasco-wa.gov
<p>Project Description: ESCI completed our first completely virtual strategic plan for the City of Pasco Fire Department in the midst of the 2020 COVID-19 pandemic. Like all strategic plans, this project consisted of an internal member survey, SWOT analysis, community forum, participating agencies forum, and an internal planning workshop. The strategic plan organized PFD's essential initiatives for the next 3–5 years.</p> <p>Major initiatives included Department Cohesion, Community Outreach, Operational Readiness, and Professional Development. The report is attached as an example at the end of this proposal.</p>	

Walla Walla Fire Departments (Washington)	
Project: Cooperative Services Study	Contact: Bob Yancey, Fire Chief
Population: 70,000+	Phone: 509-524-4620
Completed: 2020	Email: byancey@wallawalla.gov
<p>Project Description: ESCI was retained by the Walla Walla Fire Department, College Place Fire Department, and Walla Walla County Fire District #4 to conduct a cooperative services study that would entail a potential consolidation of the three jurisdictions. ESCI provided several options but recommended that the agencies form a Regional Fire Authority.</p>	

King County Fire District #40 (Washington)

Project: Fire Service Options Analysis	Contact: Linda Sartnurak, Fire Commissioner
Population: 21,196	Phone: 206-650-3507
Completed: August 2020	Email: Lindasfd40@gmail.com

Project Description:
 This report evaluated the current services received by King #40 under contract from the Renton Regional Fire Authority (RFA), and determined the alternative options available to the District. The advantages and disadvantages of each potential partnership option were listed by type (merger, annexation, contract, stand-alone fire district) and by agency (Renton RFA, Puget Sound RFA, King #20, King #25, King #37, and King #43). The analysis determined that King #40 would pay significantly more than their current payment for services if they transitioned from Renton to any other partner. ESCI recommended that King #40 renegotiate a performance-based contract (with a sample provided) with the Renton RFA for the near term while the parties: a) worked to improve their relationship and trust; and b) developed a plan for the District to be annexed into the Renton RFA as a permanent solution (the steps for this were detailed in the report).

Tumwater & Other Fire Departments (Washington)

Project: Integration Feasibility Study	Contact: John Doan, Tumwater City Admin.
Population: ~224,450 population	Email: jdoan@ci.tumwater.wa.us
Completed: August 2019	Phone: 360-754-4120

Project Description:
 The City of Tumwater contracted with ESCI on behalf of six agencies who expressed a willingness to look at regional efforts to provide fire services. The fire departments partner with Thurston County Medic One to provide ambulance transport services, with several agencies providing the paramedics who conduct the transports. The six agencies are: Olympia, Tumwater, Lacey Fire District #3, East Olympia Fire District #6, McLane-Black Lake Fire District #9, and West Thurston Regional Fire Authority. Together, they serve over 224,450 citizens across a 384 square mile area. The area has a large urban core, surrounded by suburban areas transitioning to a large rural area. The departments are extremely diverse in their make-up and service levels, but have close working relationships.

ESCI’s findings demonstrated that four of the six agencies could conceivably integrate under a regional fire authority structure, with the remaining two agencies have the potential to integrate with each other once financial alignment occurs. Thus, there were two major recommendations: formation of an RFA for the four agencies including Tumwater, Olympia, Lacey FD #3, and East Olympia, and a later integration (merger or RFA) between McLane-Black Lake Fire District #9, and West Thurston Regional Fire Authority.

Aberdeen-Hoquiam Fire Departments (Washington)			
Project:	Integration Feasibility Study	Contact:	Tom Hubbard & Brian Shay
Population:	16,482/8,560 (Total 25,042)	Phone:	360-532-1254 & 360-538-3983
Completed:	September 2019	Email:	thubbard@aberdeewa.gov
Project Description:			
<p>Aberdeen Fire Department and Hoquiam Fire Department contracted with ESCI to conduct an Integration Feasibility Study. The fire departments provide ambulance transport services and are the two largest fire departments in Grays Harbor County. Together, they serve over 25,000 citizens across a 28.7 square mile area, serving a community suffering from stunted growth after the logging industry dried up in the region.</p> <p>The fire departments in many respects mirror each other, with each serving their constituencies with 2 staffed fire stations, operating 2 two-person engine companies, cross-staffing a ladder truck (each), and staffing transport medic units with ALS paramedics.</p> <p>ESCI's major recommendations include partnering with each other via a contract for a year or two as a cautious approach to integration; then pursuing either a municipal fire district formation (one city only, followed by annexation of the other), or a regional fire authority. The clients and their policy-makers seem to lean heavily toward a regional fire authority given that a neighboring agency (South Beach Regional Fire Authority) formed one successfully two years ago. Efficiencies include capturing the vacant fire chief and assistant chief positions in Hoquiam and sharing the shift battalion chief positions in Aberdeen, since HFD uses their engine captain at HQTRS to serve that dual role. Sharing the BCs increases staffing on the engine company without actually hiring more personnel. Currently, the AFD fire chief and assistant chief are sharing in the leadership of HFD until a final decision is made on the options.</p>			

Other Experience

The following are examples of ESCI's experience in providing 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	Location	Year
Agency Evaluations			
Agency Evaluation	Mesquite Fire Department	TX	2020
Agency Evaluation	Little York Fire Department	TX	2020
Fire Department Staffing Analysis	Santa Rosa Fire Department	CA	2020
Fire Department Evaluation	Yreka Fire Department	CA	2019
Regional EMS System Development	Henry & Jefferson Counties	IA	2019
EMS Agency Analysis	Catawba County EMS	NC	2018
Emergency Services Operations Analysis	Strathcona Emergency Services	Canada	2017
Fire/EMS Master & Strategic Plans			
Long-Range Master Plan	Rowlett Fire Department	TX	2020
Strategic Plan	City of Pasco Fire Department	WA	2020
Customer-Centered Strategic Plan	Smith County ESD #2	TX	2020
Strategic Plan	Port Ludlow Fire Department	WA	2019

Master Plan & Standards of Cover	Winnipeg Fire Department	Canada	2020
Master Plan	City of Rock Springs	WY	2020
Fire Rescue Master Plan	Marion County Fire Rescue	FL	2019
Strategic Plan	Central Pierce Fire Rescue	WA	2018
Fire Rescue Master Plan	Mountain View FPD	CO	2017
Airport Fire Services Master Plan	Dallas-Fort Worth Airport	TX	2017
Fire Services Master Plan	Brighton Area Fire Authority	MI	2017
Standards of Cover/CRA			
CRA/Standards of Cover	Garland Fire Department	TX	2020
CRA/Standards of Cover	Houston	TX	2020
CRA/Standards of Cover	Denton County	TX	2020
Standards of Cover/CRA	City of Santa Maria	CA	2020
Standards of Cover/CRA	Menlo Park	CA	2020
CRA/Standards of Cover	Rockwall	TX	2019
Standards of Cover/CRA	City of Salinas	CA	2019
Community Risk Assessment	Romulus Fire Department	MI	2019
Standards of Cover/Strategic Plan	Santa Rosa Fire Department	CA	2016
Cooperative Services & Consolidations			
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

Project Methodology, Understanding, & Scope of Work

Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with emergency services organizations in communities of similar size and character throughout North America. Key elements of ESCI's methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed.
- A comprehensive, well designed, and practical scope of work (SOW) and work plan that provide opportunities for ample stakeholder input.
- The utilization of the latest web-based communications technology, computer modeling, and geographic information systems (GIS).
- The commitment of adequate professional resources, and an ability to complete the project successfully by meeting or exceeding the outlined scope of work and deliverables within the desired period at a reasonable cost.
- The production of a written report that provides systematic observation, analysis, and recommendations for all components and organizational systems.

ESCI's project methodology is augmented by the utilization of web-based communication technology. We will utilize the Dropbox® application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout nearly every phase of the project.

ESCI can also conduct virtual meetings via web conferencing software. This capability allows the project team to display and review documents, maps, and illustrations in real-time, and provides the client with the opportunity to give immediate feedback to the project team. In addition to creating a more efficient work environment, the client benefits from lower travel costs by eliminating on-site reviews of draft documents.

Standards & Best Practices

Depending on the nature of the project, ESCI will apply local and regional standards; and relevant standards and criteria from the *National Fire Protection Association (NFPA)*, *Insurance Services Office (ISO)*, *Commission on Fire Accreditation International (CFAI)*, *Commission on Accreditation of Ambulance Services (CAAS)*, *Commission on Accreditation of Medical Transport Systems (CAMTS)*, applicable health and safety requirements, and state and federal regulations relative to the fire service, EMS, and other emergency services.

Effective Project Coordination & Management

When engaged, all work progress is measured against a work plan, timetable, budget, and deliverables. During the project, team members frequently confer to discuss progress as well as new or unanticipated issues. Our project management methodology ensures that services and activities are efficiently conducted and are focused, coordinated, and logical.

Strategic Planning Scope of Work

Phase I: Project Preparation

Task 1-A: Project Initiation & Scheduling

ESCI will develop a project plan and converse with the District's project liaison to gain a comprehensive understanding of the organization's background, goals, and expectations for the strategic planning process. The project plan will be developed identifying:

- Local strategic planning team composition and recruitment
- Strategic planning workshop format
- Schedule
- Location and other logistical issues
- Potential impediments and organizational issues

This meeting will also help to establish working relationships, make logistical arrangements, determine appropriate lines of communication, and finalize contractual arrangements. The final document will be available sixty (60) days following the completion of this phase satisfactory to both parties.

Phase II: Customer-Centered Environment Assessment

Task 2-A: Member Survey

In order to provide all internal personnel with an opportunity to participate in this data-gathering event, ESCI will work with the client to develop the internal survey. The survey will be designed by ESCI's project team and SCFD10 to gather detailed feedback related to several aspects of the members' priorities, opinions, and expectations related to the organization and its future.

To ensure respondent anonymity, ESCI will obtain survey responses confidentially. This will be accomplished using an internet-based survey accessible only by the intended participants. The survey results will be delivered directly to ESCI. ESCI's Quality Assurance Specialist will develop and produce an executive summary of the survey results, and the project manager will provide the results to the internal planning team, identifying trends and common themes.

Task 2-B: Public Meeting and Assessment of Customer Needs and Expectations

ESCI facilitators will assist the District in identifying external customers/key members of the community. Once identified, invitations will be mailed and ESCI will convene these external customers/community leaders for the purpose of addressing the issues outlined above and gaining a realistic view of external customer needs and expectations. The project team will organize these meetings after normal working hours to accommodate citizen work schedules. ESCI has found through experience that 80 to 90 percent of the invitees attend these sessions and actively participate. At a minimum, we recommend the representatives of this citizen 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 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 these group meetings with the presence of one organization representative, usually a chief or chief officer, to act only as a technical resource and to answer questions that may arise that the facilitator is unable to answer. In addition to facilitating the session(s), ESCI may utilize surveys and questionnaires to gather necessary information. This step is critical, as it ensures that customer needs and concerns are incorporated into the strategic plan. More and more, the public is demanding the accomplishment of specific objectives and services with fewer resources. This step ensures that the public concerns are recognized by the organization and incorporated into the long-range strategic planning processes and arms influential members of the public with important background information about their public safety agency that they might not have been exposed to under normal circumstances.

The process will seek to identify:

- How customers prioritize the services provided by the organization
- Areas of customer concern about the organization
- Customer expectations
- Customers positive attributes of the organization
- How "good service" is measured by the customer

Phase III: Planning Workshop

ESCI will facilitate the development of an organizational strategic plan utilizing a local planning team (12 to 20 persons) that includes representatives of the elected body and various levels of the organization itself. The strategic planning process will involve a two-day strategic planning "retreat" to be held on consecutive days at an appropriate location within the community suitable for both full group sessions, as well as breakout small group work sessions.

Task 3-A: Vision, Mission, and Values

ESCI's experienced facilitators will guide the local planning team in the development of meaningful vision, mission, and values:

- Vision statements describe the way the organization views itself in the future
- Mission statement describes the purpose for which the organization exists
- Values enumerate the principles or ideas that are important to the members

ESCI will facilitate discussions that ensure participation by all present in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the organization.

Task 3-B: Internal and External Assessments

ESCI will guide the local planning group through the honest and objective assessment of internal issues and external challenges, also known as the SWOT Analysis.

Internal Assessment

- Strengths of the organization
- Weaknesses of the organization
- Opportunities facing the organization
- Threats challenging the organization

External Assessment

Analyzing the strengths, weaknesses, opportunities for, and threats to the organization is the next critical step in the strategic planning process. Strengths are important as they represent areas of the organization to be built upon, and weaknesses are areas to be identified as potential sources for improvement. Opportunities are vital to the future of the organization and should be viewed as positive prospects for growth and enhancement, while threats must be identified and addressed in advance, where possible. Other critical issues facing the District may be identified by the strategic planning group at this point as well. These may include issues that the strategic planning group identifies as issues critical to the health and success of the organization.

Task 3-C: Goals and Objectives

ESCI will direct the local planning team in the establishment of goals and objectives, critical tasks, and timelines that are imperative to the organization and the participation of individual members.

- Establishment of organizational goals that address the identified concerns of the external and internal customers over a one to five-year timeframe
- For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful
- Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria
- Development of reasonable time for completion

Attainment of this task will be demonstrated by the establishment of realistic goals and objectives for the organization. In order to meet the mission of the organization, the establishment of these goals is essential to providing the organization and the individual members with a clear direction.

The goals and objectives established during this process will become management tools and should be updated on a continuous basis as priorities change and as specific goals and/or objectives are achieved. The goals and objectives can then be used to identify what has been achieved and to denote changes within the community and the organization. Fastidiously following these goals and objectives will provide the District with the necessary direction and guidance into the future. This should also support the District by reducing the number of impediments, disruptions, and uncertainties for the District and its members.

Task 3-D: Outcome/Performance Metrics

ESCI will direct the local planning team in discussions regarding establishing performance measures that assist the organization in measuring their progress toward the organizational vision. This will be an ongoing process, and may initially involve concepts of performance measurement that will require modifications in the collection of necessary data as the organization becomes more focused on measuring achievement and outcomes.

Phase IV: Published Strategic Plan Document***Task 4-A: Compose Draft Strategic Plan for Client Review***

ESCI will develop and provide the client with a draft strategic plan electronically for review and comment. Any changes noted on the draft will be addressed by ESCI, which will then finalize the report.

Task 4-B: Publication of Final Strategic Plan Report

ESCI will produce ten publication-quality bound, final versions of the written Strategic Plan document. An electronic version of the document will also be provided. The final printed and bound reports and the electronic version will be shipped to the client via FedEx or a similar delivery method. If the client desires a public presentation of the strategic plan, the project manager will provide it for an additional fee as agreed to by the client.

Cost Proposal

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:

Strategic Plan

\$16,350

Inclusive of Expenses

Proposed Payment Schedule

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

Information Relative to Cost Quotation

- Bid quotation is valid for 120 days.
- ESCI Federal Employer Identification Number: 23-2826074.
- When requested, and in a timely manner, the client will provide data, information, and materials required for the completion of the objectives outlined in the Scope of Work submitted in this proposal.
- ESCI shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

Appendix A: 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. A copy of the ESCI liability insurance certificate is included in Appendix C. ESCI has no past and/or pending litigation or unresolved lawsuits.

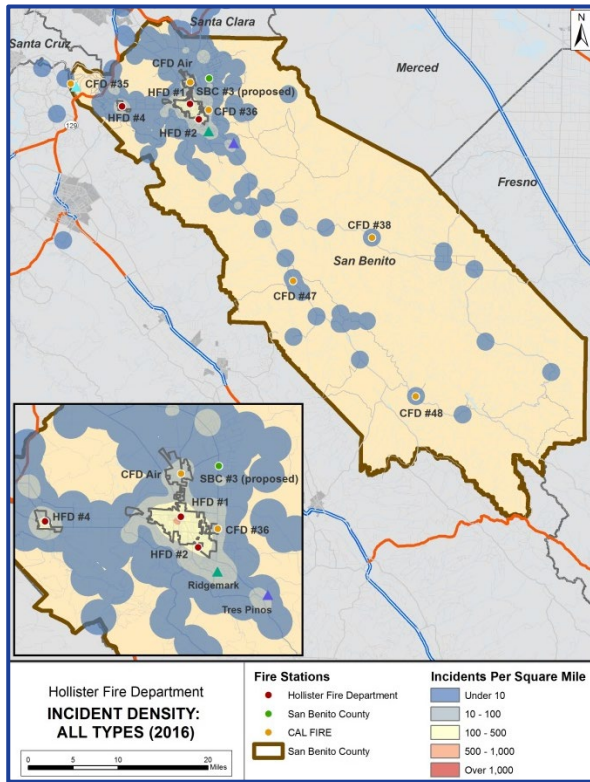
Employment Practices

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.

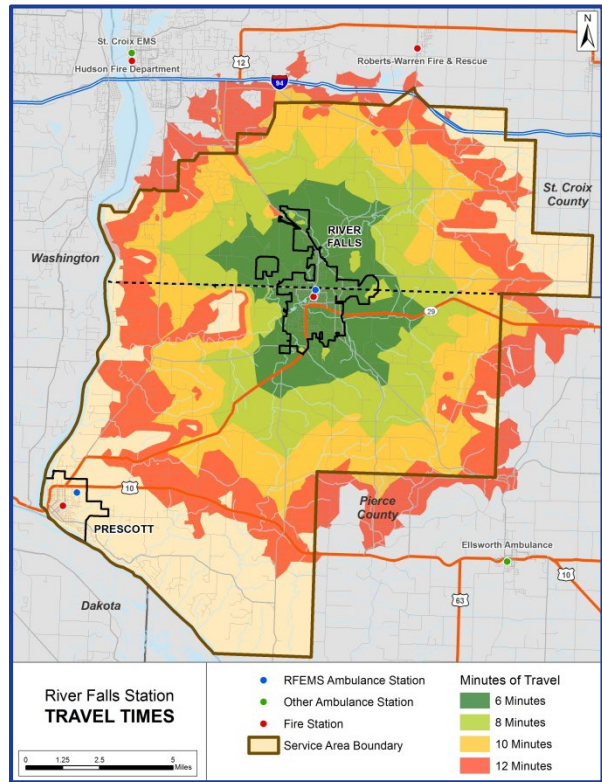
Appendix B: ESCI Examples of GIS Maps & Images

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

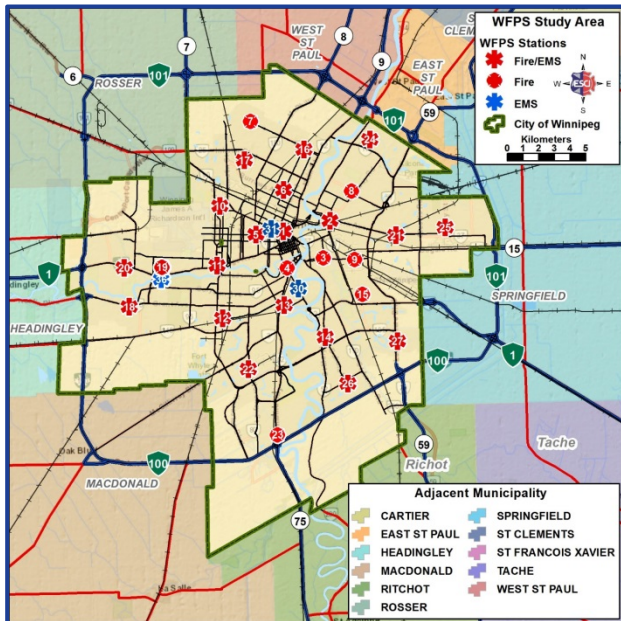
Incident Density Example



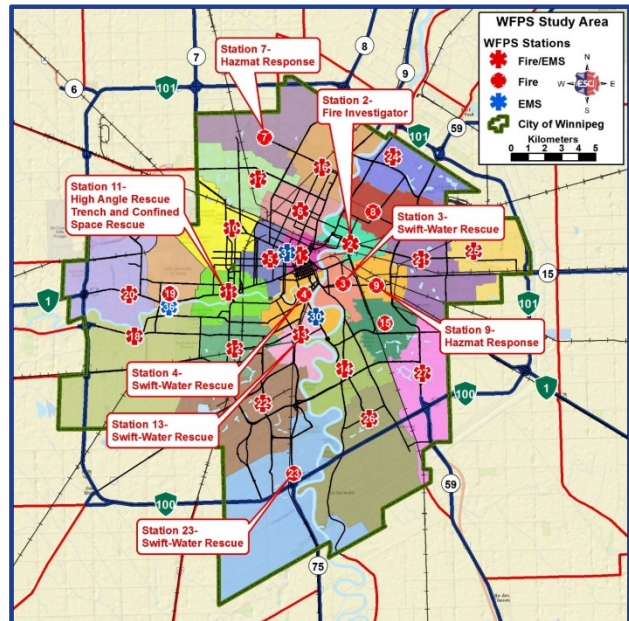
Travel Time Example



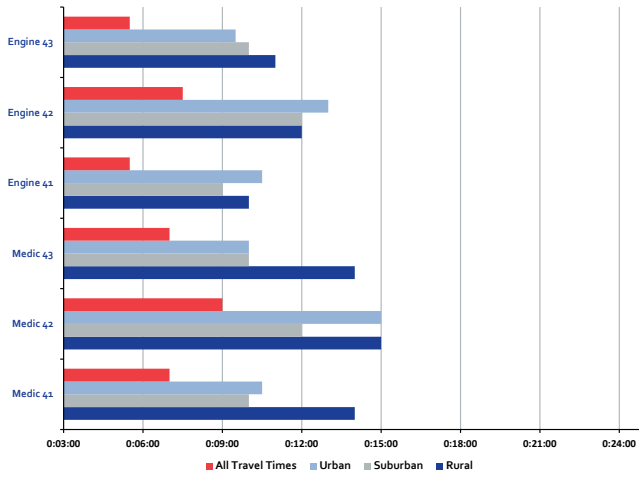
Study Area Example



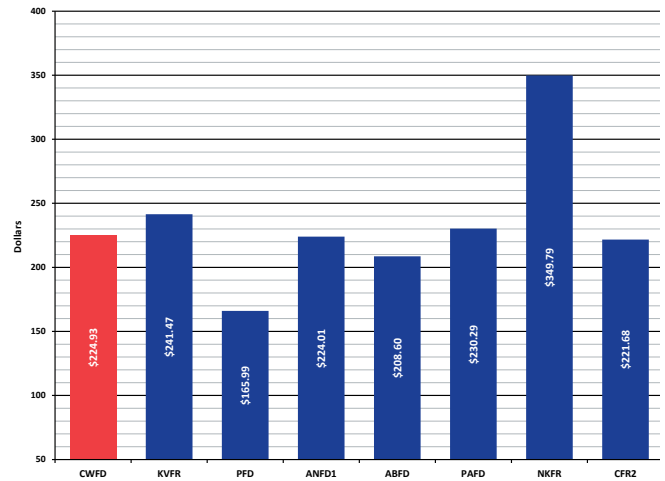
Special Incident Capabilities Example



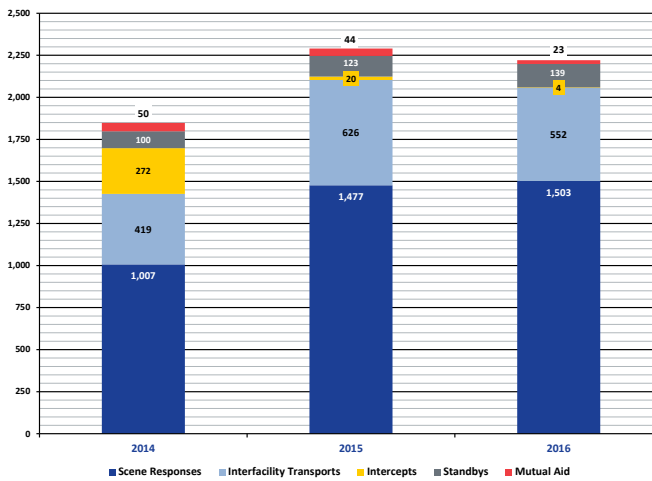
Travel-Time Chart Example



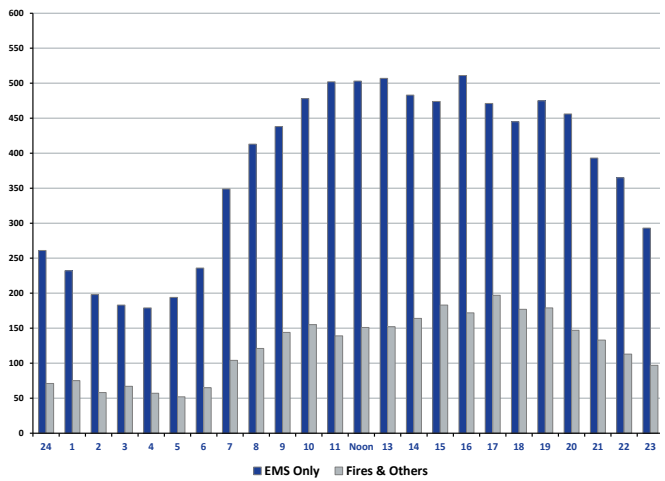
Cost Per-Capita Chart Example



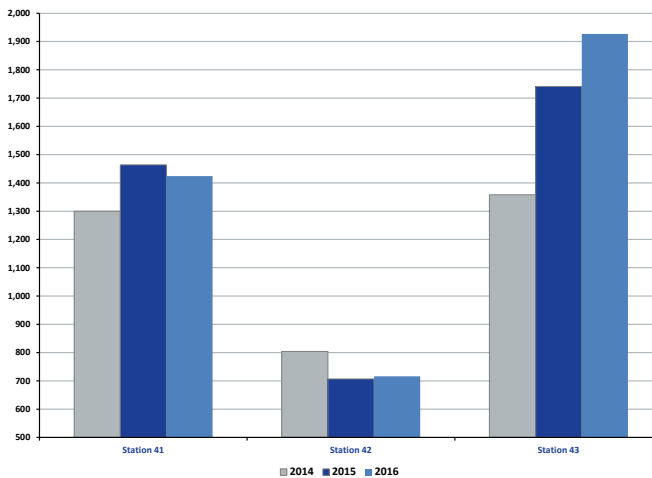
Medic Unit Incident Types Chart Example



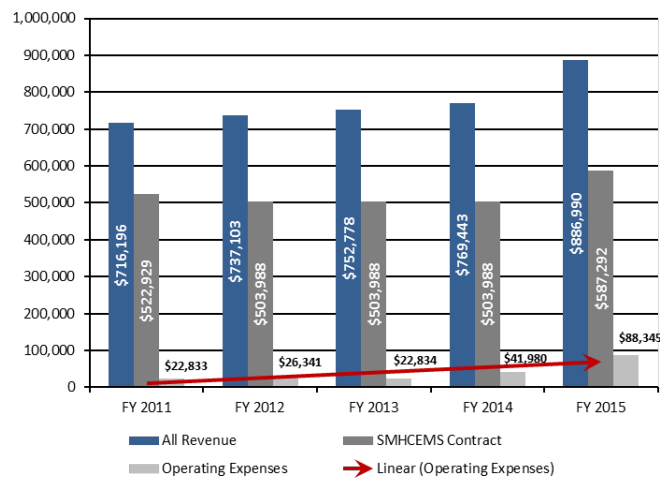
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example



Appendix C: ESCI Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/2/2016

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 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 Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421		CONTACT NAME: Christie Montero PHONE (A/C, No, Ext): 541-284-5855 FAX (A/C, No): 541-342-3786 E-MAIL ADDRESS: cmontero@whainsurance.com PRODUCER CUSTOMER ID #: 22934	
INSURED Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070		INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Ins Co INSURER B: SAIF Corporation INSURER C: INSURER D: INSURER E: INSURER F:	NAIC # 36196

COVERAGES **CERTIFICATE NUMBER:** 1104766079 **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	GENERAL LIABILITY <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			PHSD1110578	1/1/2016	1/1/2017	EACH OCCURRENCE	\$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$50,000
							MED EXP (Any one person)	\$5,000
							PERSONAL & ADV INJURY	\$1,000,000
							GENERAL AGGREGATE	\$1,000,000
							PRODUCTS - COMP/OP AGG	\$1,000,000
								\$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000			PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE	\$2,000,000
							AGGREGATE	\$2,000,000
								\$
								\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input type="checkbox"/> N/A			776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input checked="" type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$1,000,000
							E.L. DISEASE - POLICY LIMIT	\$1,000,000
A	Professional Liability			PHSD1110578	1/1/2016	1/1/2017	Each Claim	2,000,000
							Annual Aggregate	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 Umbrella coverage does not apply to Professional Liability
 Fire Protection and Paramedic Services Strategic Plan

CERTIFICATE HOLDER City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399	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
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