F8

HIAWATHA FIRE-RESCUE

MEMORANDUM

TO: HONORABLE MAYOR, HIAWATHA CITY COUNCIL

FROM: MIKE NESSLAGE, FIRE CHIEF

SUBJECT: PROFESSIONAL SERVICES AGREEMENT FOR FD MASTER PLAN

DATE: 3/29/2018

Previously you have approved both general fund and CIP money ($50,000) for the development of a Fire Department Master Plan. I am recommending that you enter into an agreement with Emergency Services Consulting International (ESCI) of Wilsonville Oregon to create a Master Plan for the Hiawatha Fire Department. The base price for the project is $38,557. I am recommending that you also approve the option to evaluate communications element (Dispatch and PSAP related items) for $1,486. The total cost of the project is not to exceed $40,044.

I am attaching via PDF the entire proposal. You will see from the corporate overview, key personnel, and similar studies that they are well qualified to create our master plan. I researched a number of firms, and ESCI continually came to the top as the recommended group to create a master plan. ESCI is also recognized as the consulting arm of the International Association of Fire Chiefs.

There are a limited number of firms that provide this service, and that is even more limited in firms of this size that have experience and knowledge with combination fire departments. State law does not specify bid/quote requirements for professional services. Ms. Downs and I discussed this ahead of time, and this is the only quote that I solicited due to the make up our department and our research of the firms.

I am excited to move forward this project, which will include stakeholder input from many people, including the Council. The total expected time line is approximately 16 weeks.

Their proposal is well written and it should answer the majority of your questions. If not, please contact me.

Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

Mike Nesslage, Fire Chief
Hiawatha Fire Department
101 Emmons St.
Hiawatha, IA 52233

Chief Nesslage,

Emergency Services Consulting International (ESCI) is pleased to submit the following proposal to create a Master Plan for the Hiawatha Fire Department. We recognize the importance of this engagement and appreciate your consideration of our proposal.

ESCI has completed numerous fire department and emergency service studies utilizing our team of highly qualified staff. Our competitive edge includes a working knowledge and understanding of contemporary fire service and EMS organizations and the magnitude and complexity of current delivery systems, as well as our ability to utilize state-of-the-art analytical technology and methodology to ensure accuracy and validity of observations and recommendations.

We have prepared a scope of work that responds to the scope of services listed in your proposal request. The details within each phase identifying the process we feel is necessary to ensure you have the deliverables that will provide decision-makers, the Department, and the surrounding community with a Fire Department Master Plan that can guide the direction of the agency over the next 10-15 year horizon. ESCI can provide useful facilitation skills to this initiative, as well as valuable education to the internal and external members on the important work being done by the Department. Ultimately, the process involves answering and educating on the Four Basic Questions of master planning:

- Where Are We Now?
- Where Do We Want to Be?
- How Do We Get There?
- How Do We Measure Progress and Success?

Through a detailed, focused process, ESCI will facilitate an actionable plan that utilizes a set of future service strategies and recommendations. We will also recommend that the plan include targets recommendations for maintenance or improvement of the specific measures.

We have put together a team with excellent facilitation skills to work on this project for the Department – Mike Tucker will be assigned as the Project Manager; he will be joined by Rob Graff, Stuart McElhaney and Chuck Berdan to conduct a review of your communication system elements. Resumes for the individuals assigned to this project are included in this proposal.

If you have any questions or would like further detail about the approach provided herein, please do not hesitate to contact me via phone at 503-570-7778, or via email at andrea.hobi@esci.us. We thank you for your consideration of our proposal and suggested scope of work.

Sincerely,

Andrea Hobi, Business Manager

HEADQUARTERS
25030 SW Parkway Avenue
Suite 330
Wilsonville, Oregon 97070
503.570.7778
800.757.3724
info@esci.us
www.esci.us

SOUTHERN REGION
PO Box 641
Argyle, Texas 76226-9998
800.757.3724

NATIONAL CAPITOL REGION
4025 Fair Ridge Drive
Fairfax, Virginia 22033
703.273.0911

City of Hiawatha

Hiawatha, IA

Proposal to conduct a

MASTER PLAN

March 2018

Emergency Services Consulting International

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Section 1: ESCI Overview

ESCI Capabilities

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high quality, professional fire, police, communications, and 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 50 field consultants nationwide, ESCI provides consulting services to municipalities, 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 service disciplines and related fields, staying ahead of the rapid changes and issues facing our clients.

ESCI at a Glance

- Mission: Provide expertise and guidance that enhances community safety
- Established in 1976
- Headquartered in Wilsonville, Oregon; with branch offices in Argyle, Texas, and Fairfax, Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- 12 Full-time employees, with over 50 expert field consultants

The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We will 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 emergency medical services 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 imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

ESCI Offices

In order to better serve our clients, ESCI maintains three regional offices. The following is the contact information for each office, along with a complete organization chart.

Corporate Headquarters

Andrea Hobi, Business Manager
25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070
Phone: 800.757.3724 • Email: info@esci.us

Western Region

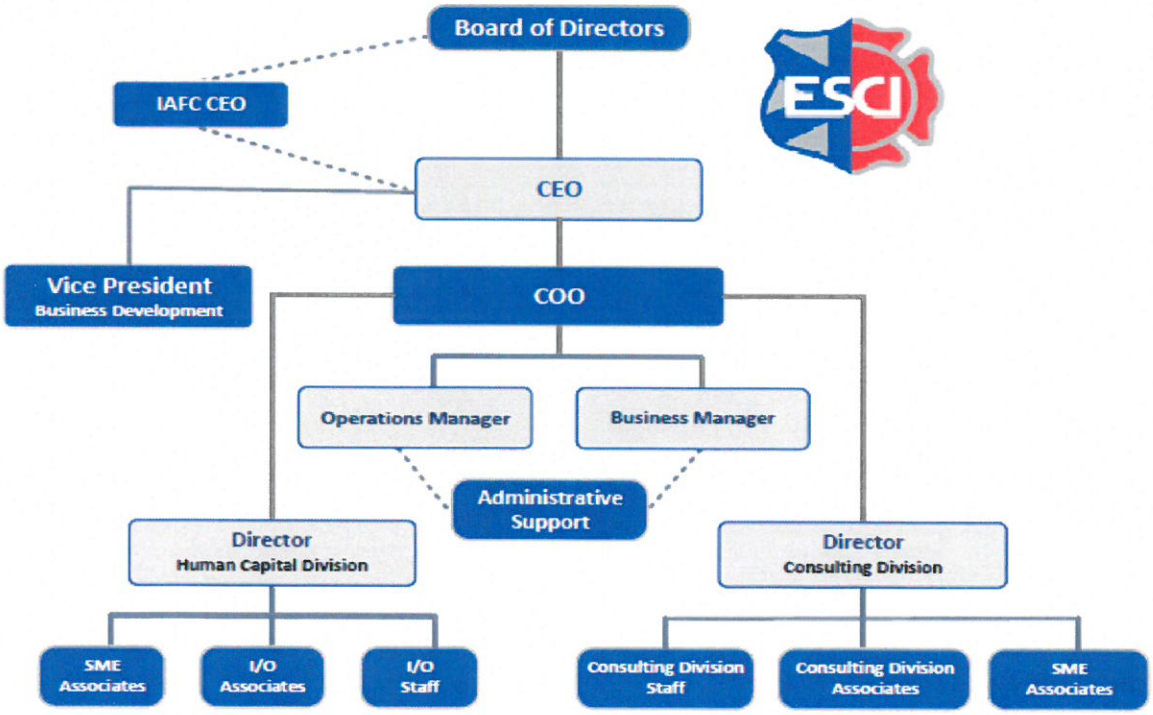
Lane Wintermute, Director
Phone: 208.661.4865
Email: lane.wintermute@esci.us

Eastern Region

Stuart McElhaney, Chief Operating Officer
Phone: 352.572.5190
Email: stuart.mcElhaney@esci.us

ESCI Organizational Chart

In order to better serve our clients, ESCI maintains four regional offices. Contact information for each office and a complete organization chart.



Section 2: Key Personnel

Mike Tucker, Project Manager

I have spent my public safety career working with both career and volunteer emergency services providers. I have been able to work within a variety of different environments with diverse workforces. I believe I am a highly motivated individual with specific skills sets in developing quality relationships, effective communications, and consensus building. I thoroughly enjoy being a public servant. My personal belief is that there is honor in serving other people and meeting their needs.

PROFESSIONAL EXPERIENCE

***Superintendent*, Florida State Fire College, Florida Bureau of Fire Standards, 04/15**

- Development, implementation, and management of annual budget of approximately $3 million.
- Oversight of Bureau of Fire Standards and Training staff managing state-wide certifications of more than 70,000 firefighters, fire inspectors, and fire officers.
- Administration of state statute and administrative code governing Florida's firefighters and approximately 600 fire departments.

***Safety Program Manager*, Florida Bureau of Fire Standards, 05/14 – 04/15**

- Development and supervision of a state-wide safety and occupational health program for all political subdivisions of the state of Florida.
- Responsible for developing, implementing and maintaining policies, procedures, practices, rules and standards that reduce the incidence of firefighter employee accidents, firefighter employee occupational diseases, and firefighter employee fatalities
- Deployment to fire scenes and / or other natural / manmade events where firefighters have succumbed to significant injury and/or death.
- Investigate firefighter line of duty deaths, serious injury events, and prepare reports to determine suitable devices, safeguards, or other means of protection for the prevention of occupational diseases.
- Responsible to support emergency support functions as assigned during natural disasters or other emerging events.
- Build relationships with firefighter employers, governing entities, fire service labor groups, and firefighters.

***Senior VP of Operations*, Almont Associates, 11/12 – Present**

- Responsible for preparing proposals and management of consultant staff
- Responsible for conducting studies, special projects, and providing recommendations into professional reports in the primary areas of emergency services, fire prevention, public education, mutual aid agreements, and dispatch.
- Conducting presentations and interviews in the area of fire management and operational concerns.

***Adjunct Instructor*, Lake Sumter State College, 06/09 – Present**

- Development of hybrid (blended) college level coursework in Emergency Management
- Delivery of online and traditional coursework
- Make course assignment and grade submitted materials.

***Chief of Department*, Villages Public Safety, 06/01 – 06/14**

- Responsible for administration, planning, and budgeting of a 7 station fire department with an annual budget of 10.5 million dollars and a 3 million dollar "unarmed security" program.
- The department provides fire suppression, fire prevention / plans review, emergency management, public education, technical rescue, and advanced life support non-transport services to approximately 40 square miles. Jurisdiction spans into three counties and one municipality.
- The department provides fire prevention, inspection, and risk reduction programs to elderly persons and school aged children,
- Fire service operates with 90 career personnel. Security operation consists of more than 300 staff members.
- Direct report to the District Manager (City Manager type government). The public safety department is an operating arm of a Special Purpose Local Government (F.S.S authorized to oversee the growth and development of a large retirement community in the heart of Central Florida. This community has a current population of more than 100,000 residents, visitors, and workforce.
- Responsible for conducting speaking engagements to a variety of civic organizations as well as the elected boards of 3 counties and 1 municipality.
- Served as Fire Services Consolidation Steering Committee member for Sumter County Board of County Commissioners from 2001 to 2002. This committee developed a recommendation and subsequent process for the unification of 10 individual volunteer fire service organizations into a single county-wide system.
- Advisory board member to:
    - Kenneth A. Bragg Public Safety Institute 2001 to present
    - Lake Sumter State College / Fire Science 2005 to present
    - Valencia Community College / Fire Science 1999 to 2001
    - University of Florida 2013 to 2014

***Adjunct Instructor*, University of Florida, 08/13 – 02/14**

- Development of fully online college (junior / senior level) coursework in Fire and Emergency Services
- Development of lessons plans.
- Make course assignment and grade submitted materials.

***Assistant Lead Instructor*, Citrus Fire Academy, 06/01 – 01/11**

- Responsible for the training and instruction of Florida State Minimum Standards (Firefighter 2) program
- Instruct Company Officer, hydraulics and pump operations curriculum.
- Assist in the development of training curriculum and schedules.

***Captain/Training*, Reedy Creek Emergency Services, 04/99-06/01**

- Responsible for developing in-service training for 127 paramedics, firefighters, and EMTs. Also provided training to 14 fire inspectors and 11 communicators.
- Conducted all records and database management for all department personnel.
- Liaison with Florida State Department of Health during facility and site inspections.
- Served as department safety officer and member of the department safety committee.
- Provided assistance during all accident investigations.
- Served as an advisory board member for Valencia Community College's Fire Science Program.
- Served on the Orange County Training Officers Association in developing common policies and operating procedures.
- Assisted in developing a variety of inter-agency training programs to improve mutual aid capabilities.

***Captain/Technical Services*, Reedy Creek Emergency Services, 06/98-04/99**

- Responsible for fleet management of more than 12 emergency response ambulances and 8 fire suppression units.
- Responsible for fleet management of more than 50 administrative and support vehicles.
- Conducted all contract administration with vendors.
- Oversight of all facilities maintenance operations.
- Provided inventory control of department operating supplies.
- Oversight of departmental respiratory protection program as well as specific members of Walt Disney Corporation.
- Provided all logistical support in departmental operations. Developed all specifications for fire suppression and EMS transport units.
- Responsible for research and development of new products and equipment.

***Paramedic/Firefighter*, Reedy Creek Emergency Services, 05/88-06/98**

- Provided treatment and transportation of sick and injured patients located within the boundaries of Walt Disney World.
- Conducted inspections of advanced life support transport units.
- Serviced and maintained equipment.
- Served as Acting Lieutenant of Emergency Medical Services.

***Captain/Training*, Oxford Volunteer Fire-Rescue Dept., 01/93-01/97**

- Entered department as firefighter/EMT achieved all ranks to Captain.
- Developed annual budgets.
- Created department master plan.
- Fire suppression and emergency medical service.
- Equipment and facilities maintenance.
- Pump and emergency vehicle operations.
- Served as department liaison with advanced life support transport service and medical director.
- Served as County Commissioner representative to county fire services consolidation committee.

***Firefighter/EMT (volunteer)*, Lake County Fire Dept., 01/91-01/93**
***Hazardous Materials Paramedic, Lake County Fire Dept.*, 05/92-01/93**

- Fire suppression and emergency scene mitigation.
- Provided advanced life support services to hazardous materials team members.
- Equipment and facilities maintenance.

***Firefighter/EMT*, Mount Dora Fire Dept., 11/87-05/88**

- Fire suppression and fire prevention operations of the department.
- Treatment of sick and injured patients.
- Public speaking to citizen groups of the community.

***Emergency Medical Technician*, Atlantic Ambulance Service, 05/87-11/87**

- Treatment and transportation of all sick and injured patients.
- Maintained all vehicle and emergency equipment.
- Maintained unit supplies and inventory.

***Emergency Medical Technician*, Medics Ambulance Service, 02/87-05/87**

- Treatment and transportation of all sick and injured patients.
- Maintained all vehicle and emergency equipment.
- Maintained unit supplies and inventory.

***Firefighter/EMT*, Leesburg Fire Department, 07/86-02/87**

- Fire suppression and fire prevention operations of the department.
- Treatment of sick and injured patients.
- Public speaking to citizen groups of the community.

***Firefighter/EMT*, Okahumpka Volunteer Fire Dept., 10/85-11/86**

- Fire suppression and fire prevention operations of the department
- Treatment of sick and injured patients

EDUCTIONAL BACKGROUND

- Masters of Public Administration, Florida Gulf Coast University, Ft. Myers, FL, April 2010.
- Executive Fire Officer, National Fire Academy, July 2005
- Bachelors of Science Business Management, University of Phoenix, Orlando, FL, November 1999
- Associates of Science Fire Science, Lake-Sumter Community College, Leesburg, FL, May 1998
- Paramedic, Valencia Community College, Orlando, FL, May 1990

PROFESSIONAL ORGANIZATIONS - Past and Present

- Florida Fire Chiefs Association - 2001 to present
    - Board of Directors 09/13 to 08/14
    - Legislative Liaison Committee 01/11 to 08/14
- National Fire Protection Association - 2001 to 2014
- International Association of Fire Chiefs - 2006 to 2015
- Lake-Sumter Fire Chief's Association - 2001 to 2014
    - President, 02/02 – 01/03
    - Vice President, 06/01 – 02/02
- Florida Executive Fire Officer Association - 2007 to present
    - Chair, 07/12 – 07/14
    - Vice-chair, 07/10 – 07/12

PUBLISHED WORKS & PRESENTATIONS

- Presented Florida Fire Chiefs Association Executive Conference (2013)
- Presented Southeast Association of Fire Chiefs (2013)
- Presented NFPA Annual Conference (2012)
- Presented Florida Governor's Hurricane Conference (2008)
- Presented Florida Emergency Preparedness Association (2008)
- Presented International Disaster Conference (2007)
- Presented Fire Rescue East (2008)
- Published with firehouse.com as a contributing author.
- Continually authored a weekly safety article as a "Guest Columnist" for The Daily Sun newspaper.
- Provided weekly television "safety" spotlight to more than 100,000 people.

Stuart McCutcheon, Project Associate

Stuart has served as a Fire Chief for 8 years in municipal fire departments in Florida. His service began at Clermont Fire Department, then on to Reedy Creek Fire Rescue at Walt Disney World where he served as a Lieutenant. In 2009, he became Fire Chief in the City of Davenport, FL Fire Department from 2009 to 2013, at which time he became Fire Chief in Auburndale, FL. He currently serves as the Fire Chief and Emergency Manager for the Haines City Fire Department, FL.

Chief McCutcheon brings a combination of education, experience, and technical expertise to ESCI. With experience in both combination and career departments, he has a demonstrated record of professionalism and a commitment to excellence. In addition Chief McCutcheon has substantially contributed to the Institution of Fire Engineers and Florida State Fire College through the development of GIS analytic tools and maps to support the missions of both organizations.

Educational Background

- University of West Florida, Masters of Graphic Information and Science Administration, Pensacola, FL – in progress
- University of Central Florida, Master of Public Administration, Orlando, FL
- University of Central Florida, Graduate Certificate in Emergency Management and Homeland Security, Orlando, FL
- Executive Fire Officer Program, Emmitsburg, MD 2013
- University of Central Florida, Bachelor of Science Psychology, Orlando, FL
- Polk Community College, Associate of Arts, Winter Haven, FL
- Polk State College, Associate of Science in Fire Science, Winter Haven, FL
- Commission on Professional Credentialing, Chief Fire Officer and Fire Marshal Designation
- Pro Board Fire Officer IV

Professional Experience

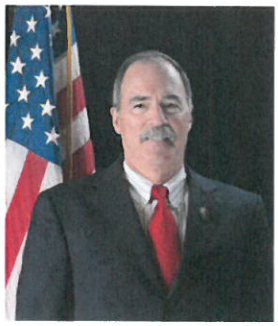
- Consultant, Emergency Services Consulting International
- Fire Chief and Emergency Manager, City of Haines City Fire Department, FL
- Fire Chief, City of Auburndale, FL
- Fire Chief, City of Davenport, FL

Relevant Experience

- Chair, Executive Fire Officers' Section, Florida Fire Chiefs Association
- Membership Committee, Institution of Fire Engineers, USA Branch
- Vice President, Polk County Fire Chiefs' Association
- Chair, Polk County GIS Users' Group
- Designated Emergency Manager in Haines City
- Commission on Professional Credentialing Peer Reviewer

Associated Professional Accomplishments

- Developed material for use in Community Risk Reduction courses for National Fire Academy
- Published author, several articles published in Florida Fire Chiefs Association magazine
- Lead management representative in numerous labor negotiations
- Development of emergency management response plans, full-scale and table top exercises



M. Stuart McElhaney, Chief Operating Officer, Finance

Stuart joined ESCI as Eastern Regional Director/senior consultant in January 2016 after serving Marion County, Florida as Fire Chief from March of 1994 through July, 2015. He became ESCI Chief Operating Officer in January 2018. While serving as fire chief, he was appointed Assistant County Administrator for Public Safety in April 2009 serving in a dual capacity.

Stuart was born in Virginia and his post-secondary educational experiences included the U.S. Merchant Marine Academy followed by the College of William and Mary where, in 1979, he received a B.S. in Geology. He attended the University of Tennessee earning an M.S. in Geology in 1981. For the next thirteen years, Stuart worked for Shell Oil Company as an exploration geologist in different regions around the world. While working for Shell in Houston, he volunteered for a large combination fire department, serving as Assistant Chief and earning a B.S. in Fire Administration from the University of Maryland in 1992. He is a graduate of the four-year Executive Fire Officer (EFO) Program at the National Fire Academy in Emmitsburg, Maryland.

Stuart served on the State of Florida Incident Management (Red) Team since 1998 in multiple capacities, including Planning/Ops Chief and Liaison Officer, on numerous major wildfire and hurricane deployments. He is nationally credentialed as a Liaison Officer and Structure Protection Specialist. He has been active on the Florida Region 3 Domestic Security Task Force since its inception and was instrumental in developing a multi-agency USAR Task Force. His key strengths are long range strategic and master planning using an analytical approach to optimize service delivery under a variety of economic conditions and he has successfully completed several large multi-agency consolidation efforts, saving taxpayers millions in annual recurring costs while achieving significant service level improvements. His role as Assistant County Administrator, several times acting in the absence of the County Administrator, has provided him with a broad view across all governmental functions.

Stuart has a long history with the Florida Fire Chiefs Association (FFCA), serving as Vice Chair of the Wildland Urban Interface Committee and on the board of directors since 2000; serving as FFCA President from July 2009-July 2010. Stuart served as an adjunct fire service instructor at the bachelor's degree level at the University of Florida and consults nationally on local government public safety issues, including providing expert testimony to the US Department of Justice in coastal regions. Stuart is a Florida licensed professional geologist and was certified for many years as a Petroleum Geologist by the American Association of Petroleum Geologists.

Robert W. Graff Jr., Project Associate

Robert has spent the last 21 years developing the knowledge, skills, and abilities to lead organizational change and foster an environment of continuous improvement. He started as a firefighter/paramedic in 1996 and has spent over 20 years serving the 330,000 citizens of Marion County, Florida. Currently Robert serves as a district captain for Marion County Fire Rescue overseeing six career and three volunteer fire stations. Rising through the ranks to the current program manager and task force leader for Florida's Urban Search and Rescue Task Force Eight, a 72 person state deployable asset, Robert has deployed in multiple natural disaster situations. He delivers solid management and labor union leadership combinations having served as a local union president for 10 years, Gator Council union vice president for 12 years, and company officer for the 12 years prior to his current assignment.

Robert has a diverse background of both technical and educational achievements that include a Bachelor's Degree from the College of Central Florida in Business and Organizational Management with a specialization in Public Safety Administration. Robert holds two Associate's Degrees one of which is in Emergency Medical Services. He currently holds a National Board of Professional Qualifications Accreditation as a Fire Officer IV and serves as a Florida State Fire Service Instructor III at the Florida State Fire College. Robert regularly consults and instructs as a subject matter expert for topics in technical rescue and hazardous materials.

Educational Background

- National Board of Professional Qualifications Accreditation for Fire Officer IV
- Bachelor's, Organizational Management /Public Safety Administration, College of Central Florida
- A.A., Associate in Arts, Central Florida Community College
- A.S., Associate in Science, Emergency Medical Services, Central Florida Community College
- Extensive training in fire department administration, fire ground command and control, special operations, emergency planning, and safety

Professional Experience

- Associate Consultant, Emergency Services Consulting International
- District Captain, Marion County Fire Rescue
- Program Manager/Task Force Leader, Florida Urban Search and Rescue Task Force Eight
- Subject Matter Expert/Instructor, Advance Training and Education Consultants, Inc.
- State of Florida Fire Service Instructor III, Florida State Fire College
- Firefighter/Paramedic since 1996, Marion County Fire Rescue

Relevant Experience

- President, The Professional Firefighters of Marion County, Local 3169
- Vice President, Gator Fire Council
- Executive Council Member, The Florida Professional Firefighters
- Affiliate Leader, The International Association of Firefighters

Associated Professional Accomplishments

- Lead negotiator for six consecutive collective bargaining agreements spanning over 10 years
- Union representative for feasibility study of fire department consolidation under the Sherriff
- Union representative for consolidation of countywide ambulance service under fire department
- Founding Board of Directors, Marion County Firefighter Benevolence Fund

Chuck Berdan, Project Associate

Chuck brings over 40 years in Public Safety Communications experience to the company, the majority of it in the public sector. His formal education includes a Bachelor's of Science Degree in Fire Service Management, and an Associate of Arts Degree in Fire Science. His career ranges from being a resident firefighter in both Wildland and suburban firefighting organizations, to dispatcher, dispatch supervisor, training officer, and multiple management and technical positions in multi-jurisdictional communications centers. Throughout his career, Chuck has been a leader in professional organizations dedicated to the advancement of public safety communications. Recent undertakings include a gubernatorial appointment to the California 9-1-1 Advisory Board, and Facilitator to the California Public Safety 9-1-1 Coalition.

Since leaving the Alameda County Regional Emergency Communications Center in November of 2013 after 11 years as the Dispatch Manager, Chuck has been using his extensive experience in providing consulting services to clients throughout the United States, most recently working on assignments in California, Washington, and Illinois.

Educational Background

- Bachelor's Degree in Fire Service Management – CSU Sacramento, 1994
- Associate of Art's Degree in Fire Science – American River College, 1978
- Currently Enrolled in the Project Manager Certificate Program at Villanova University

Professional Experience

- Dispatch Manager, Alameda County, Regional Emergency Communications Center – 2002-2013
- Emergency Communications Manager, SBC/Pacific Bell – 2000-2002
- Dispatcher/Supervisor/Training Officer/Deputy Director, Sacramento Regional Fire/EMS Communications Center -1979-2000
- Resident Firefighter/Dispatcher, Citrus Heights Fire Protection District -1973-1979
- Firefighter – California Department of Forestry – 1973
- President – California Fire Chiefs Association, Communications Section, Northern Division – 1990-1991, 1998-1999, 2012-2015
- Legislative Liaison, California Fire Chiefs Association, Communications Section, Northern Division 2012-Present
- Principal, National Fire Protection Association Technical Committees
    - 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, 2003 - Current
    - 1061 - Standard for Professional Qualifications for Public Safety Telecommunicator, 2007 - Current
- Appointee, California Governor's Office of Emergency Services 9-1-1 Advisory Board 2013-Present

Relative Experience

- Director, Herald Fire Protection District (2 years as Chairman of the Board), 2004-2008
- National Emergency Number Association – member
- DOE Q Level Clearance – Lawrence Livermore National Laboratory – 2004-2013
- President, Northern California Chapter, Association of Public Safety Communications Officials (APCO) - 1999-2000
- President, National Incident Dispatcher Association - 2005-2009
- Event Commander, California Mobile Communications Center Rally, 2011-2015
- Founder and Facilitator – California Public Safety 9-1-1 Coalition

Associated Professional Accomplishments

- Association of Public Safety Communications Officials (APCO), International Communications Center Director of the Year - August 2007
- Award of Professionalism, Organization of Public Safety Telecommunicators (Sacramento, CA) –1999
- Frequent presentation speaker at National Conferences for the Association of Public Safety Communications Officials (APCO), International and the National Emergency Number Association (NENA).
- Contributing author to *9-1-1 Magazine, The Call* (NENA) and *Public Safety Communications* (APCO) magazines.

Section 3: Similar Studies

The following are several examples and references out of the hundreds of projects and studies previously completed by ESCI. If requested, ESCI can provide additional examples and client references.

Telluride Fire Protection District (Colorado)			
Project:	Master Plan	**Contact:**	John Bennett
Project Manager:	Lane Wintermute	**Title:**	Director
Population:	5,900	**Phone:**	970.728.3801
Completed:	January 2014	**Email:**	jbennett@telluridefire.com
Project Description: ESCI completed an Emergency Services Master Plan, analyzing the agency's current conditions, future service demand, and future service delivery strategies. **Key Recommendation(s):** Fundamental governance reconfiguration. Development of response-time targets and standards. Future station location options.			

Arvada Fire Protection District, (Colorado)	
Project: Fire and Emergency Services Evaluation and Master Plan **Project Manager:** Bruce Caldwell	**Contact:** Jon Greer, Fire Chief Arvada Fire Protection District 7903 Allison Way Arvada, CO 80005 **Phone:** 303-424-3012, ext 2001
Project Description: This report included an in-depth study of all aspects of administrative, operational, and support services of the District. Using operational, staffing, and geographic information systems (GIS) models, the study provides potential benefits and improvements in services to the community through cooperative efforts. The basis of the evaluation, analysis of data, and reference information is from Colorado State law and regulations, National Fire Protection Association (NFPA) standards, Center for Public Safety Excellence (CPSE) self-assessment criteria, health and safety requirements, federal and state mandates, and generally accepted best practices within the emergency services community.	

Dallas Fort Worth Airport (Texas)			
Project:	Airport Fire Services Master Plan	**Contact:**	Brian McKinney
Project Manager:	Sheldon Gilbert/Lane Wintermute	**Title:**	Fire Chief
Population:		**Phone:**	972.973.3503
Completed:	May 2017	**Email:**	bmckinney@DFWairport.com
Project Description: ESCI completed an Airport Fire Services Master Plan, analyzing the agency's current conditions, future service demand, and future service delivery strategies. **Key Recommendation(s):** Consolidation of existing fire and ARFF stations. Addition of one structural fire station. Deployment recommendations. Future station location options.			

Alachua County (Florida)			
Project:	Master Plan Update	**Contact:**	Ed Bailey
Project Manager:	Phil Kouwe	**Title:**	Fire Chief
Population:	230,000	**Phone:**	352.384.3130
		Email:	ecb@alachuacounty.us

Project Description:
Alachua County requested an update to their previous 2006 Fire and EMS Master Plan, which was also conduct by ESCI. The project team revisited the community and updated information related to resources, deployment and land use planning. ESCI produced fresh analysis of workload, performance, and projected future service demand and then developed recommended strategies related to performance objectives and resource deployment. The work was accompanied by financial projections as well.
Key Recommendation(s): Additional station locations were recommended along with relocations of a select number of existing facilities. Staffing resources for operation and administration/support were provided.

Big Sky Fire Protection District, (Montana)			
Project:	Emergency Services Master Plan	**Contact:**	Bill Farhat
Project Manager:	Lane Wintermute	**Title:**	Fire Chief
Population:	2,5000	**Phone:**	406-995-2100
		Email:	wfarhat@bigskyfire.org

Project Description:
Emergency Services Master Plan for the Big Sky, Montana Fire Department. The project reviewed the agency's current conditions, estimated future population growth and projected service demand and identified future service delivery strategies.
Key Recommendation(s): Recommendations regarding future station deployment, staffing, resource re-deployment, future station locations and capital replacement plans.

Section 4: Past Three Years

Client	Project
Alachua County, FL	Master Plan
Alameda, CA	Strategic Plan
Albany/Corvallis, OR	Collaborative Effort Feasibility Study
Albemarle CO FR, VA	Officer Development Program
Albion, NY (Village of)	Fire and EMS Review
Anacortes FD/West Skagit County, WA	Fire and EMS Cooperative Services Facilitation
APCO, Canada	Standards Document – CANADA funds
North Snohomish County, WA	Cooperative Services
Arvada Fire Protection, CO	Standards of Cover
Arvada/Fairmont, CO	Feasibility Study
Astoria, OR	Internal Review
Avon Lake, OH	Cooperative Agreement/Consolidation
Bainbridge Township, OH	Facility Deployment and Staffing Study
Bangor, ME	Fire Department Management Study
Barnstable Fire Department, MA	Facility Location Study
Bay Area Economics, CA	Financial Consulting
Bemidji, MN	Feasibility Study
Bend, OR	Cooperative Services Study
Benson, MN	Shared Services Feasibility Study
Berger ABAM, WA	Vancouver (WA) Fire Service Delivery Assessment
Boise, ID	EMS Master Plan, Standards of Cover
BonTerra Consulting	Evacuation Plan
Boone County, MO	Executive Search
Boring FD, OR	Administrative Support Plus
Boring/Clackamas Fire Districts, OR	Cooperative Services
Boulder Rural, CO	Retreat Facilitation, Strategic Plan
Boulder Rural/Mt. View, CO	Feasibility Study
Brook Park, OH	Emergency Services Facility Closure Study
Brookhaven, NY	Financial Analysis, Fire Department Dissolution Feasibility Study
Brookline, MA	Technology Integration Consulting
Brooklyn Park (North Hennepin), MN	Fire Department Shared Services Study
Buhl, ID	Annexation Feasibility Study
Burbank, CA	Fire Department Comprehensive Review

Client	Project
Burning Mountains, CO	Management Consulting
Canby Rural Fire District #62, OR	Sustainability Study
Carlisle, PA	Deployment Analyses
Carlton, MN	Shared Services Feasibility Study
Central Jackson County (Blue Springs), MO	Dispatch Evaluation/Feasibility Regionalization
Central Kitsap Fire & Rescue, WA	Executive Search
Central Valley, MT Fire District	Station Location
Chaffee County, CO	Feasibility Study
Charleston, SC	Executive Recruitment
Chino Valley Independent Fire District, CA	Standards of Cover
Chula Vista, CA	Deployment Analysis, EUC Modeling Update, Fiscal Analysis of Fire Facility Master Plan, Deployment Analysis, Trigger Points for Village 9 Fire/EMS Services
Clark County, WA FD #5	Annexation Feasibility Analysis, Fire Authority Feasibility Study
Clark County, WA FD #6	Executive Search
Clayton, MO	Consolidation Study
Cloquet Area Fire District, MN	Strategic Plan, Review & Financial Analysis
Coeur D'Alene, ID	Kootenai County EMS System
Cohocton, NY (Town of)	EMS Consolidation Feasibility Study
Columbia 911 Communication District, OR	Executive Search
Columbia Heights, MN	Shared Services
Corcoran, MN	RFP Support Services
Corvallis PD, OR	Regional Communications Center Feasibility
Costa Mesa, CA	Fire Station Location/Response Time Modeling
Cowlitz #2 F & R, WA	Admin Services Retainer
Curry County Health District, OR	Community Attitude Survey
Danville, VA	EMS Agency Evaluation, Fire Station Location Study
Dauphin County, PA	Comprehensive Emergency Services Study
Davidson, NC	Station Location Study
Depoe Bay FPD/Newport FD, OR	Impact Assessment of Consolidation Study
Douglas County, OR	Dispatch Center Feasibility Study
Eagle Fire Department, ID	Agency Evaluation
East Pierce County FPD #22, WA	Capital Facilities Consulting
East Pierce Fire & Rescue, WA	Staffing and Deployment Analysis
Edmond, OK	Organizational and Operational Efficiency Analysis

Client	Project
Estacada Fire District, OR	Volunteer Recruitment Retention Strategic Plan
Estacada RFPD, OR	Administration Support Plus
Eugene Fire & EMS Department, OR	Feasibility Study
Evans, CO	Fire and Emergency Services Study
Everett, WA	Strategic Plan
Ferndale (Michigan Muni League), MI	Shared Services Study
Florence County, SC	Fire and EMS Evaluation
Franklin Township, NJ	Update of the Resource Deployment Analysis, Master Plan
Ft. Lauderdale, FL (With Stewart|Cooper|Newell Architects)	Station Location
Georgetown, TX	Master Plan
Gladstone, OR	Focused Management Review
Grand Traverse Metro Emergency Services Authority, MI	Evaluation of Potential Regionalization/Consolidation of Operations
Groton, CT	Survey of Fire Staffing Services
Guilford County, NC	Fire Service Agency Evaluation
Hailey-Wood River FPD, ID	Fire and Emergency Medical Services Study
Hamel-Lorretto, MN	Cooperative Efforts Feasibility Study
Hermiston, OR	Regional Fire and EMS Consolidation Study
Hibbing, MN	Shared Services
Highlands Ranch Metropolitan District, CO	Emergency Services Options Analysis
Hillsboro, OR	Executive Search
Hillsborough County, FL	Performance Audit
Honolulu Fire Department, HI	Merger Feasibility Study – EMS and Fire
Houston, TX	Executive Recruitment
IAFC, VA	Conference Facilitation
Imperial County, CA	Strategic Master Plan
Irvine, CA	Services Cost Analysis
Island County FD #3, WA	Executive Search
Jackson County FD #3, OR	Interim Chief, Executive Search Fire Chief, Facilities and Equipment Maintenance Study, Focused Management Review
Kannapolis, NC	Standards of Cover Analysis
Kansas City, MO	Fire/EMS CAD and RMS Integration, Standards of Cover and Strategic Plan
Kansas City/MAST, MO	Strategic Integration
Keizer Fire District, OR	Executive Search, Citizen's Advisory Group

Client	Project
King County Fire District 20, WA	Executive Recruitment
Kirkland, WA	Strategic Plan, Standards of Cover
Kootenai County EMS System, ID	Master Plan
La Pine Rural Fire District, OR	Executive Search
Lafayette, OR	Cooperative Services
Lake and McHenry Counties Fire Departments, IL	Strategic Plan Facilitation
Lakeside-Show Low-Pinetop, AZ	Cooperative Services Study
Lane County FD #1, OR	Executive Search with a Comprehensive Background Investigation
Larkspur Fire Protection District, CO	Fiscal Analysis
Lewiston, ID	EMS Master Plan
Lincoln County (Depoe Bay), OR	Collaborative Effort Feasibility Study
Littleton, CO	SOC and Strategic Plan
Littleton/Englewood, CO	Feasibility Study
Lompoc, CA	Master Plan, Assessment Center
Madison, OH	Evaluation and Master Plan
Malta, NY	Master Plan
Maplewood, MO	Consolidation Study, Standard of Cover
McKinney, TX	Operational Review of the Fire Department
McMinnville Police Department, OR	Strategic Plan Facilitation
McNulty Peoples Utility District, OR	Community Attitude Survey
Medford, OR	Master Plan
Medford/Jackson Co. 3, OR	Cooperative Services Study
Meeker (Rio Blanco) CO	EMS Director Recruitment, Master Plan
Meridian, ID	Fire Department Strategic Plan
Mid-Columbia Fire and Rescue, OR	Division Chief Executive Recruitment, Strategic Plan
Minneapolis, MN	Fire Department Evaluation/Master Plan
Minnetrista, MN	Shared Services Feasibility Study, Police Feasibility Study
Missoula Rural Fire District, MT	Emergency Services Master Plan
Monterey Park, CA	Fire Service Analysis
Mound, MN	Police Feasibility Study
Mountain Vista, AZ	GIS Travel Time Mapping
Mt. Angel Rural Fire Protection, OR	Administration Support
N Washington FPD/SW Adams Co FD, CO	Financial Feasibility Study
North Kitsap Fire & Rescue, WA	Cooperative Efforts Feasibility Study

Client	Project
Nehalem Bay, OR	Executive Search
New Hanover County, NC	Master Plan/Feasibility Study
Newport Beach Fire Department, CA	Agency Evaluation, Standards of Coverage, Cooperative Services Feasibility Study, Strategic Plan
North Suburban 911 Center Des Plaines, IL	Quality Dispatch Solutions Communications Study
Northern Lakes Fire Protection District, ID	Service Contract Development, Validation of Perceived Needs
Northfield, MN	Consolidating Fire Services
Northshore, WA	Evaluation/Cooperative Efforts
Olivette, MO	Consolidation Study
Orange County Fire Authority, CA	Strategic Plan, Standards of Coverage
Palatine Rural Fire Protection District, IL	Strategic Plan Facilitation
Parkersburg, WV	Master Plan
Patterson/West Stanislaus, CA	Joint Agencies Strategic Plan
Polson Fire District, MT	Agency Evaluation
Port Ludlow Fire and Rescue, WA	Executive Search, Strategic Plan, Executive Recruitment
Poulsbo, WA	Feasibility Study
Quincy, WA	Fire Services Alternatives Study
Ramsey, MN	Shared Services Study
Regional Emergency Dispatch Center (Red Center), IL	Comprehensive Plan Update and Expansion Review
Reno, NV	Standards of Coverage Study with Truckee Meadows Fire Protection District
Richmond Heights, MO	Consolidation Study
Rifle Fire Protection District, CO	Cooperative Feasibility Study
Rifle/Burning Mountain, CO	Management Consulting
Salem, OR	Standards of Cover
Shaker Heights/University Heights, OH	Feasibility Study
Smyrna, GA	Executive Recruitment
Spokane, WA	Standards of Coverage and Annual Update
Tualatin Valley Fire and Rescue, OR	Volunteer Recruitment and Retention
Washougal, WA	Desk Review
Wausau, WI	Organizational Review of the Fire Department
Weirton, WV	Fire Department Operations Review
Whitewater, WI	Fire and EMS Services Review and Analysis
Yakima Fire Department, WA	RFA Fiscal Analysis

Section 5 & 6: Scope of Work (including type of report expected)

Hiawatha Iowa Project Understanding

ESCI is honored to present the City of Hiawatha with a proposal for the completion of a Master plan for the Hiawatha Fire Department (HFD). ESCI understands The HFD is an all risk responding fire department that provides fire services for the City of Hiawatha and EMS services for the city and surrounding communities that are unable to provide the service with their volunteer agencies.

The HFD has a rich history of providing ever expanding services since its inception in 1946. Fire and EMS services are provided by four full time employees, five part-time employees and 45 volunteers. Hiawatha is a Suburban community that has seen significant growth in service demand and capabilities by the HFD since 2004.

ESCI has extensive experience providing Master Planning services for fire departments in suburban communities located in urban corridors similar to the City of Hiawatha. ESCI has prepared a master planning proposal that will take a comprehensive approach to evaluate the current conditions, future service demand and future service strategies for the HFD. The master planning process will address all elements within the scope of work and provide analysis and comparison to local, regional and nationally accepted standards and best practices. In addition, mutual and automatic aid for fire, EMS and special operations response will be evaluated with recommendations for the future.

ESCI will ensure that recommendations and strategies for the future will include innovative and efficient measures that address the risk profile and service delivery needs for the communities served by the HFD. All recommendations and strategies will by fully evaluated, costed out with associated strategies to ensure that the master plan elements can be successfully implemented and sustained by the City of Hiawatha.

Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with emergency services agencies 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 work plan that provides opportunities for ample stakeholder input.
- The utilization of the latest web-based communications technology, computer modeling, and geographic information systems (GIS).
- The commitment of sufficient 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. Utilizing Dropbox®, ESCI will create a secure 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.

Effective Project Coordination & Management

When engaged, all work progress is measured against a work plan, timetable, budget, and deliverables. During the project, team members confer frequently 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. All project team members are available for the duration of the project.

Phase I: Project Initiation

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

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

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table 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 also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information

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

- Past or current fire department studies or research
- Community Comprehensive Plan documents, including current and future land use information
- Local census and demographics data
- Zoning maps and zoning code
- Financial data, including debt information, long-range financial plans and projections
- Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Local collective bargaining agreement(s), if applicable
- Automatic and mutual aid agreements

- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Stakeholder Input

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

- Elected or appointed officials
- Fire department managers and other key staff
- Finance function manager
- Community planning staff
- Human resource function coordinator
- External Fire and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS, if necessary
- Employee and volunteer groups
- Others as they may contribute to this project

The project team will interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview appropriate community officials, fire department officials, volunteer association leaders, labor organization representatives and others that the project team deems necessary.

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. 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 the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

Task 2-A: Organization Overview

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

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

Task 2-B: Management Components

The organization's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal assessment of critical issues
- Internal assessment of future challenges

- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping
- Information technology systems

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

The planning processes within the agency shall be reviewed. Key components will:

- Review and evaluate the adequacy of the current planning process
- Review elements of tactical planning within the organization
- Review operational planning within the organization
- Review strategic planning practices
- Review long range or other planning efforts
- Make recommendations relative to future planning process needs

Task 2-D: Capital Assets and Capital Improvement Programs

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

Facilities – Tour 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 recommendations regarding inventory of apparatus and equipment. Items to be reviewed include:

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

Task 2-E: Staffing

ESCI will review the department's staffing levels. Tasks to be completed include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Analyze current deployment methods and staffing performance for incidents
- Review utilization of career and volunteer companies, if applicable
- Review responsibilities and activity levels of personnel

Task 2-F: Service Delivery and Performance

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

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

Evaluate the current Emergency Medical Services support and oversight mechanisms to include, but not limited to, the following:

- Review of logistical support services
- Review of current medical control and oversight
- Review of quality assurance/quality improvement mechanisms in place
- Review of system integrity in regard to required credentialing

Task 2-H: Support Programs

ESCI will review and make overall observations involving support programs for the critical areas of training, life safety services, and communications. Items to be reviewed include:

Training

- General training competencies
- Training administration
- Training schedules
- Training facilities
- Training procedures, manuals, and protocols
- Training record keeping

Life Safety Services (Fire Prevention)

- Code enforcement activities
- New construction inspection and involvement
- General inspection program
- Fire and Life-Safety public education programs
- Fire investigation programs
- Pre-incident planning
- Statistical collection and analysis

Phase III: Future System Demand Projections

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

Task 3-A: Population Growth Projections

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

- Population history
- Census-based population growth projections
- Community planning-based population growth projections

Task 3-B: Service Demand Projections

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

Task 3-C: Overview of Community Risk Factors and Demographics

Land use and zoning classifications will be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography. This process will be completed with GIS software and will consider:

- Population and population density
- Demographics
- Community land use regulations
- Other special considerations

Phase IV: Future Delivery System Models

The project concludes with strategies intended to place the organization in a position to successfully serve its future demand and risk. ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for service delivery improvement or increased efficiency.

Task 4-A: Analysis of Response Performance Targets

The establishment of fire and EMS response time standards and targets is a primary responsibility of policy-makers, based on community risk, citizen expectations and the fire agency's capabilities. ESCI will provide data analysis and comparison against industry standards to assist the agency in developing their service delivery goals.

ESCI will identify the current level of emergency services provided by the department 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 Center for Public Safety Excellence (CPSE), 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. The performance goals shall be discussed as they relate to:

- Response Time Performance – Each 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 4-B: Short and Mid-Term Strategies

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Training programs
- Prevention programs
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

Task 4-C: Recommended Long-Term Strategy

ESCI will develop a recommended long-term option for resource deployment that will improve the department's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocations of existing facilities.
- General locations of future necessary fire stations.
- Selection and deployment of apparatus by type.
- Deployment of operations personnel.
- Future administrative and support personnel.
- Deployment special units or resources
- Additional infrastructure or facilities for administration and support programs

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

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

Task 4-D: Cost Projections

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

- Facility changes or additions
- Staff changes or additions
- Primary apparatus changes or additions

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

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

Phase V: Development, Review, and Delivery of Report

Task 5-A: Development and Review of Draft Report

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

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

Task 5-B: Delivery and Presentation of Final Report

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

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

Optional element:

The following was not included in the Request for Proposals, however ESCI believes that it may be desirable as an optional element.

Communications (add on to Supports Services section above)

- Alarm systems and communications infrastructure
- PSAP and Dispatch Center capabilities and methods
- Dispatch Center staffing

Section 6: Pricing

Project Rate/Fee Schedule

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, inclusive of expenses, is as follows:

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation	$7,438	$2,884	**$10,321**
Phase II: Evaluation of Current Conditions	$18,946	$0	**$18,946**
Phase III: Future System Demand Projections	$1,486	$0	**$1,486**
Phase IV: Future Delivery System Models	$4,230	$0	**$4,230**
Phase V: Development, review, and delivery of report	$2,745	$829	**$3,574**
Phase VI: Optional Communication Element	$1,486	$0	**$1,486**
Total Cost for Project (not to exceed):			$38,557
Total Cost with Options:			$40,044

Proposed Payment Schedule

10% payment due upon contract signing.

Monthly invoicing thereafter as work progresses.

Information Relative to Cost Quotation

Bid quotation is valid for 90 days.

ESCI Federal Employer Identification Number: 23-2826074.

While engaged in the project, ESCI will report to a single point of contact.

When requested, and in a timely manner, the client representative will provide to the ESCI project manager, data, information, and materials required for the completion of the objectives outlined in the detailed work plans 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.

Section 7: Projected Timeline

Hiawatha Fire Department Master Plan	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Phase I: Project Initiation																
Phase I: Evaluation of Current Conditions																
Phase III: Future System Demand Projections																
Phase IV: Future Delivery System Models																
Phase V: Review and Delivery of Final Report																

Disclosure & 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 restraints 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

ESCI is insured in excess of $2,000,000. A copy of the ESCI liability insurance certificate is included in the enclosed Appendix D.

Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

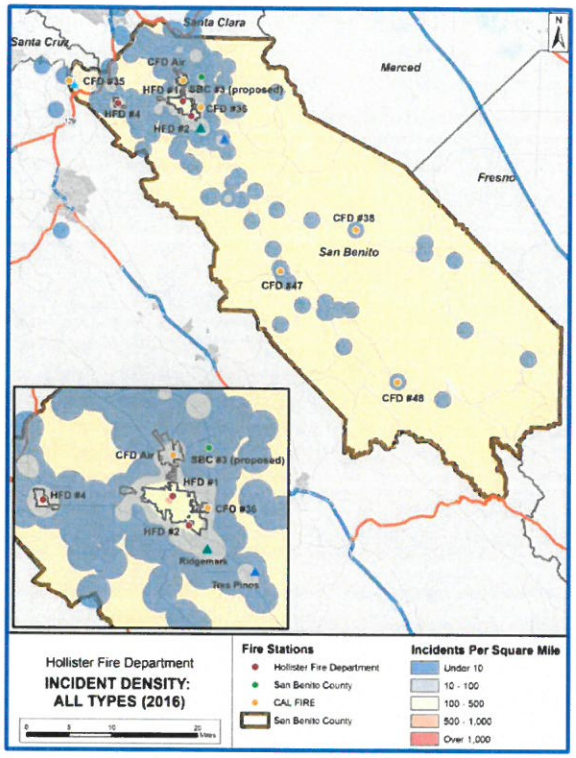
Employment Practices

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.

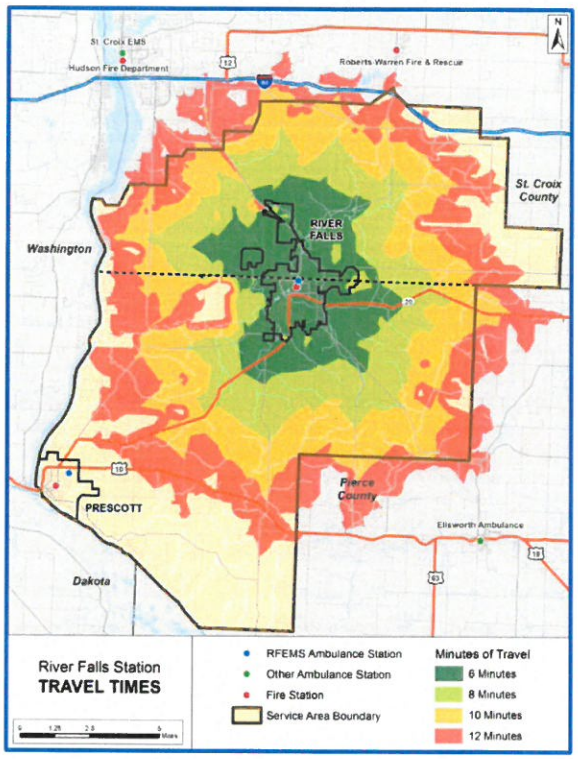
Appendix A: Examples of GIS Maps & Images

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

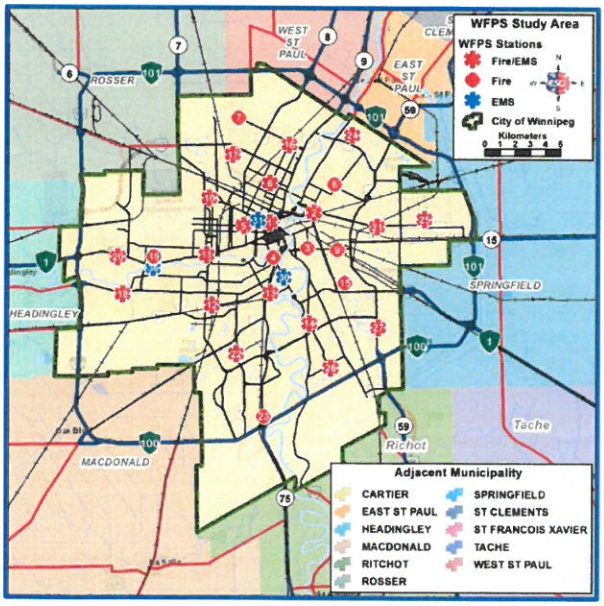
Incident Density Example



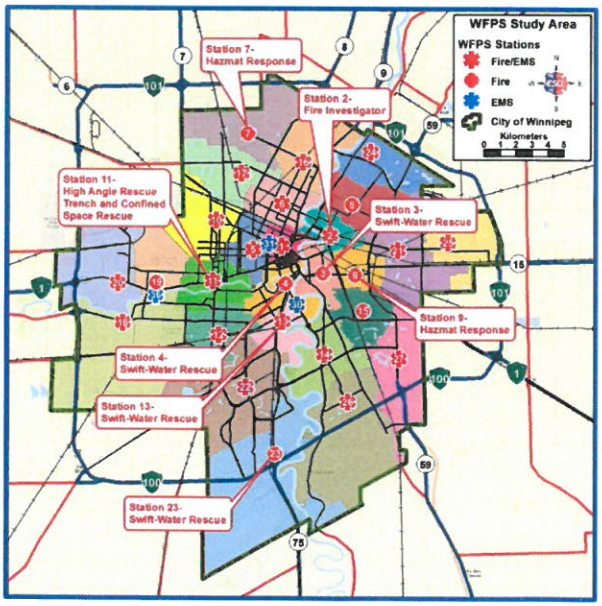
Travel Time Example



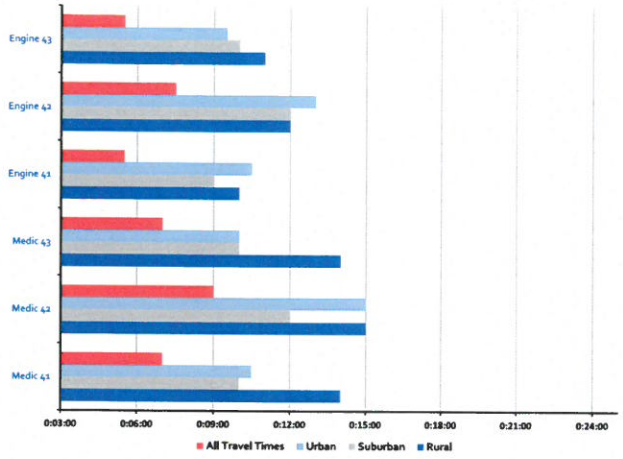
Study Area Example



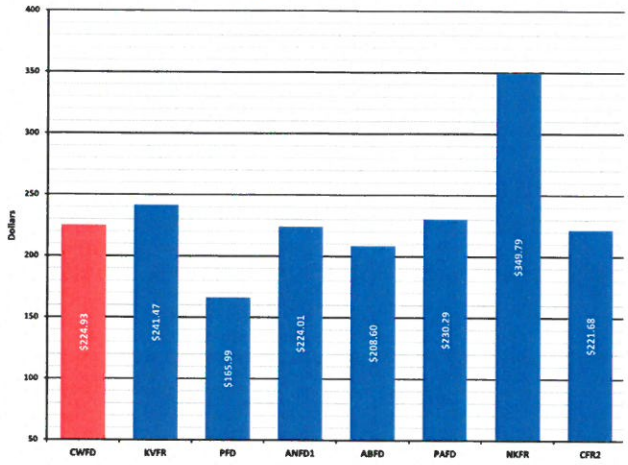
Special Incident Capabilities Example



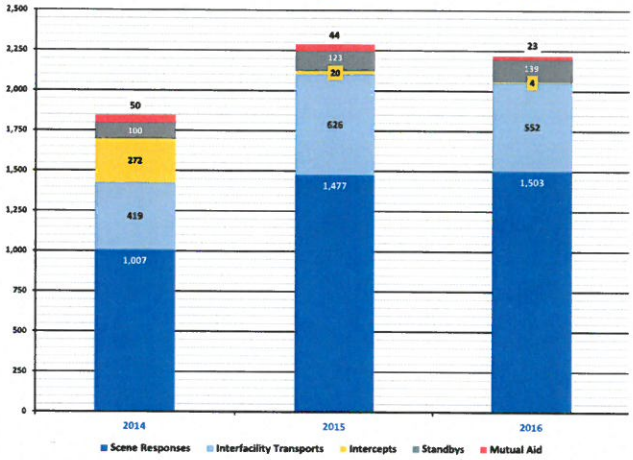
Travel Time Chart Example



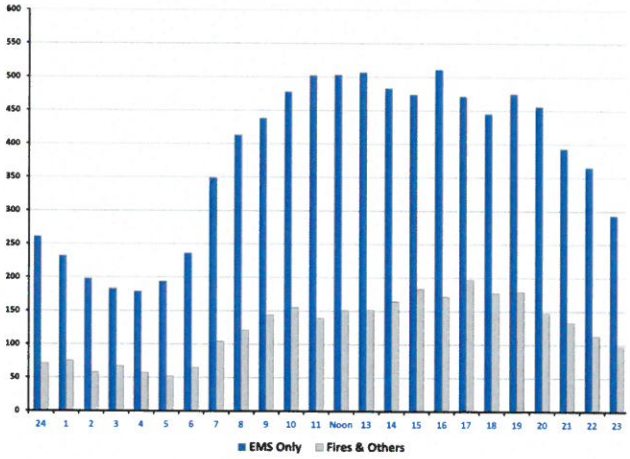
Cost Per-Capita Chart Example



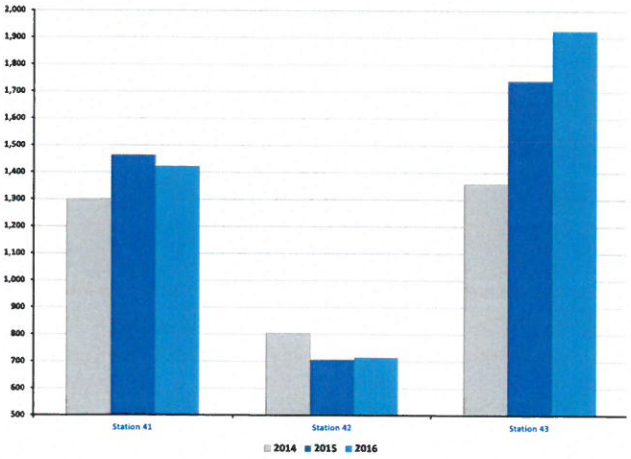
Medic Unit Incident Types Chart Example



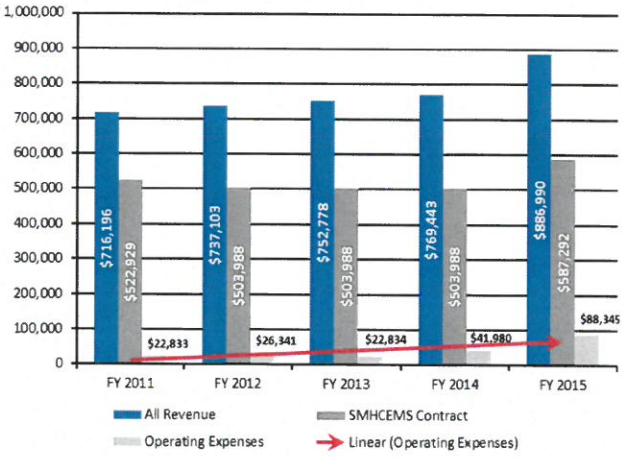
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example



Appendix B: Examples Liability Insurance

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 12/4/2017

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

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

PRODUCER
WHA Insurance Agency Inc
2930 Chad Drive
Eugene OR 97408

CONTACT NAME: Christie Montero
PHONE (A/C, No, Ext): 800-852-6140 FAX (A/C, No): 541-342-3786
E-MAIL ADDRESS: cmontero@whainsurance.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemnity Ins Co	
INSURER B : West American Ins Co	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED 22934
Emergency Services Consulting International Inc
Emergency Services Consulting International
25030 SW Parkway Ave, Ste 330
Wilsonville OR 97070-9609

COVERAGES CERTIFICATE NUMBER: 533957504 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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			PHSD1205967	1/1/2017	1/1/2018	EACH OCCURRENCE	$ 1,000,000
	X CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 50,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 1,000,000
	X POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$ 3,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			PHSD1205967	1/1/2017	1/1/2018	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR			PHUB567185	1/1/2017	1/1/2018	EACH OCCURRENCE	$ 2,000,000
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$ 2,000,000
	DED X RETENTION $ 10,000							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			XWW(18)57652553	2/22/2017	2/22/2018	X PER STATUTE ☐ OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N ☐ (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
	Cyber Liability Professional Liability						Occurrence Occurrence Deductible	1,000,000 2,000,000 5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Wasatch County Fire Protection District
10420 Jordanelle Parkway Blvd
Heber City UT 84032

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
Christie Montero

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DRAFT

RESOLUTION NO. 18-
City Council

RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT FOR DEVELOPMENT OF THE FIRE DEPARTMENT MASTER PLAN

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HIAWATHA, IOWA, that the Mayor is hereby authorized to sign a Professional Services Agreement between the City of Hiawatha and Emergency Services Consulting International of Wilsonville, Oregon for the following purposes and under the following terms:

development of a Fire Department Master Plan, in an amount not to exceed $40,044.00, utilizing funding previously budgeted in the Fire Department General Fund and Capital Improvement Plan (CIP), as shown in the attached Exhibit 'A.'

AYES:
NAYS:
ABSENT:

PASSED AND APPROVED this 4th day of April, 2018.

_____
Bill Bennett, Mayor

ATTEST:

_____
Kelly Kornegor, City Clerk