

RESOLUTION NO. 2019-104

A RESOLUTION AUTHORIZING THE CITY MANAGER TO SIGN AN AGREEMENT WITH EMERGENCY SERVICES CONSULTING INTERNATIONAL TO CONDUCT A STANDARDS OF COVER AND DEPLOYMENT ANALYSIS STUDY AND AUTHORIZING THE FINANCE DIRECTOR TO MAKE THE NECESSARY ACCOUNTING AND BUDGETARY REVISIONS SUBJECT TO FINAL REVIEW AND APPROVAL OF THE CITY ATTORNEY

WHEREAS, the Emergency Services Consulting International Corporation is a distinguished International Corporation with an extensive background in Standards of Cover and Deployment Analysis studies, and;

WHEREAS, the City Council has directed the Fire Department to conduct a study to determine the staffing needs, and;

WHEREAS, the City Council has directed the Fire Department to conduct a study to determine future facility needs in order to respond to emergencies, assuring communities have adequate protection from fire and fire related hazards, and;

WHEREAS, the City Council has directed the Fire Department to utilize a data driven, best practices process with the analysis of data based on nationally recognized guidelines and criteria, and;

WHEREAS, should the City Council approve this request, the City Manager will sign an agreement with ESCI for a Standards of Cover and Deployment Analysis study for the City of Marina and the Finance Director will make the necessary accounting and budgetary revisions subject to final review and approval of the City Attorney.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Marina does hereby:

1. Authorize the City Manager to sign an agreement with Emergency Services Consulting International for a Community Risk Analysis and Standards of Cover Study subject to final review and approval of the City Attorney.
2. Authorize the Finance Director to make the necessary accounting and budgetary revisions.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Marina duly held on the 1st day of October 2019 by the following vote:

AYES: COUNCIL MEMBERS: Berkley, Urrutia, O'Connell, Morton, Delgado

NOES: COUNCIL MEMBERS: None

ABSENT: COUNCIL MEMBERS: None

ABSTAIN: COUNCIL MEMBERS: None

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Bruce C. Delgado, Mayor

ATTEST:

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Anita Sharp, Deputy City Clerk

| Status of General Fund Available Revenues, Fiscal Year 2019/20                                |                                            |                     |             |  |
|-----------------------------------------------------------------------------------------------|--------------------------------------------|---------------------|-------------|--|
| General Fund Excess of Revenues Over/(Under) Expenditures<br>(Page 8, General Fund, Column 9) |                                            |                     | (1,532,720) |  |
| Add Back One-time Capital Transfers                                                           |                                            |                     |             |  |
| Capital Transfers (1)                                                                         |                                            | 3,935,300           |             |  |
| Less: Recurring Roads (2)                                                                     |                                            | (1,600,000)         |             |  |
| Vehicle Transfer (3)                                                                          |                                            | 812,000             |             |  |
| Less: recurring amounts (4)                                                                   |                                            | (507,000)           |             |  |
| Less One-time Transfers net                                                                   |                                            |                     | 2,640,300   |  |
| Unassigned Budgeted Revenues 7/2/19                                                           |                                            |                     | 1,107,580   |  |
| Subsequent uses of General Fund Revenues since 7/1/2019                                       |                                            |                     |             |  |
| <u>Resolution #</u>                                                                           | <u>Item</u>                                |                     |             |  |
| 2019-66A                                                                                      | Formation Environmental - GSA              |                     | (274,780)   |  |
| 2019-90                                                                                       | IT Server Room                             |                     | (14,025)    |  |
| 2019-97                                                                                       | Voting Rights - NDC Districting Consulting |                     | (34,500)    |  |
| Remaining Unassigned Revenues as of 10/1/2019                                                 |                                            |                     | 784,275     |  |
| (1) Page 10, Summary of Transfers 3rd grouping                                                |                                            |                     |             |  |
| (2) Page 122 #2 Annual Street Resurfacing, less \$120,000 for Flower Circle                   |                                            |                     |             |  |
| (3) Page 10, Summary of Transfer, 4th grouping                                                |                                            |                     |             |  |
| (4) Page 156, Vehicle replacement memo 19/20 purchases                                        |                                            |                     |             |  |
| Other Budget Resolutions since 7/1/19                                                         |                                            |                     |             |  |
| <u>Resolution #</u>                                                                           | <u>Item</u>                                | <u>Fund</u>         |             |  |
| 2019-83                                                                                       | New Image Landscape                        | Landscape Districts | (960)       |  |
| 2019-87                                                                                       | Annual Street Project (5)                  | 462                 | 192,256     |  |
| 2019-89                                                                                       | Airport Runway Addition                    | 555                 | 46,130      |  |
| (5) The bid over the engineer's estimate fell within budget, but was more than expected       |                                            |                     |             |  |

# City of Marina Fire Department

Marina, California

Proposal to conduct a

## Standards of Cover & Deployment Analysis Study

September 2019



Emergency Services  
Consulting International

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## Project Understanding & Methodology

### Understanding of Project Opportunities and Challenges

ESCI has worked with hundreds of fire agencies and emergency services providers and is keenly aware of the struggles currently facing these organizations. With the many changes facing today's fire service, a comprehensive Community Risk Analysis and Standards of Cover is essential. ESCI's experience working with agencies in both California and across the U.S. and Canada, offers a broadly knowledgeable perspective with which to help guide the organizations into the future.

ESCI understands that the intent of this project is to provide an unbiased, third-party evaluation, of the current within the City of Marina and the methods in which the fire department delivers service. ESCI will provide a detailed analysis and evaluation of services, along with recommendations for increased efficiency, effectiveness and opportunities for cooperation within the region.

The analysis and determinations to be developed by ESCI are designed to provide the City of Marina with necessary elements as identified within our Scope of Work. We are sure that the recommendations given to policy-makers will be supported by legal requirements, industry standards, benchmarks, and/or best practices.

### 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 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. 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 upon 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.

## Scope of Work—: Standards of Cover & Deployment Analysis

### Introduction

The intent of this project is to produce a Standards of Cover (SOC) and deployment document that is fully compliant with industry best practices in the field of deployment analysis. This evaluation and analysis of data will be based on nationally recognized guidelines and criteria, including recognized National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted best practices within emergency services.

### 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 city's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for this 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 exchange 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 liaison. This data will be used extensively in the analysis and development of the SOC document & Deployment Analysis. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current 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

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

## Phase II: Community Assessment Development

ESCI will conduct an analysis of the community based on the elements included in the following objectives. The purpose of this evaluation is to assess the community in comparison to recognized standards and best practices, as well as to create benchmarks against which to compare future improvement.

### Task 2-A: Description of Community Served

An overview of the organization will be developed to include:

- Community Characteristics, including general location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions
- Demographic characteristics
- Transportation networks
- Physical assets protected
- Planning zones, or fire management (response) zones

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

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

### Task 2-B: Review of Community Expectations and Performance Goals

ESCI will examine and document the levels of service historically provided to the community. Within this analysis, the service area will be evaluated based on population density and fire management zones that will be used in the development of future performance objectives.

ESCI will use the fire management zone noted above combined with input from citizens, elected officials, and other stakeholders to determine the appropriate level of service.

### **Task 2-C: Stakeholder Input**

The ESCI project team will conduct on-site interviews and gather information from key personnel and stakeholders. Some information may be acquired through the use of electronic forms and/or telephone interviews. Individuals will include, but not be limited to:

- City management and elected members of the City council.
- Fire Chief and command staff.
- Individuals responsible for finance.
- Representative(s) of the department's labor leadership.
- Select group of firefighters and company officers.
- Community groups.
- External fire and EMS agencies within the region
- Employee and volunteer groups (such as CERT)
- Others as they may contribute to this project

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. Further, the project staff will complete a summary of Strengths, Weaknesses, Opportunities, and Threats (SWOT) identified in the course of stakeholder interviews

### **Task 2-D: Community Land Use Assessment**

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

- Location
- Type
- Probability
- impact or consequences (economic, social, historic, cultural and environmental),
- speed of onset,
- duration, and
- effect on department response capabilities.

### **Task 2-E: Spatial Visualization of Data and Information**

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

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

- Risk Assessment Methodology
- Community-Wide Hazards, treats, vulnerabilities, and risks
- Risk Assessment Matrix
- Community Safety and Remediation Programs
- Community Fire Protection and Detection Systems
- Community Loss and Save Information
- Risk by Response Category: Fire, Emergency Medical, and Other Incidents
- Risk by Planning / Demand Zone
- Utilize three-axis or bar data visualization to include probability, consequence, and organization impact (resiliency)

### Phase III: Standards of Cover Development

ESCI will conduct an organizational analysis of the department based on the elements included in the following objectives. 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 benchmarks against which to compare future improvement.

#### Task 3-A: Description of the Department

An overview of the organization will be developed evaluating:

- Service area general population and demographics
- Contributing factors
- History, formation, and general description of the agency community
- Governance and lines of authority
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

#### Task 3-B: Review of Services Provided

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

- Description of the current service delivery infrastructure
- Review of emergency response services by type
- Review and evaluate operational staffing levels, distribution, and assignment
- Review staff allocation to various emergency functions
- Review staff scheduling methodology

#### Task 3-C: Capital Facilities & Equipment

During this component, a review of current major capital assets (facilities and apparatus) will be completed relative to the existing condition of capital assets and their viability for continued use in future service delivery. This evaluation will include:

**Facilities** – Tour and make observations in areas critical of current station location and future station considerations. 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

### **Task 3-D: Provision of Services Across the Jurisdiction**

An overview of the provision of services across the jurisdiction will be developed evaluating:

- Deployment Considerations
  - Service Provision Methodology
  - Computer Aided Dispatch (CAD) System
  - Unit Types and Staffing
  - Response Levels
  - Resiliency
- Critical Task Analysis: Fire Suppression, Emergency Medical Incidents, Other Incidents
- Baseline Performance
  - Performance Monitoring Methodology
  - Response Metrics: Population Categories, Hazard Types, Risk Levels
  - System Wide
  - By Planning Zone of Response Zone

### **Task 3-E: Review of Historical System Performance**

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:

- Resource Distribution Study
  - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies in initial unit arrival
- Resource Concentration Study
  - Analysis of response time capability to achieve full effective response force
  - Analysis of company and staff distribution as related to effective response force assembly

- Response Reliability Study (to the extent data is complete)
  - Analysis of current workload, including unit hour utilization of individual companies
  - Review of actual or estimated failure rates of individual companies
  - Analysis of call concurrency and impact on effective response force assembly (resource drawdown)
  - Analysis of call concurrency and impact on resource exhaustion
- Historical Performance Summary
  - Analysis of actual system reflex time performance, analyzed by individual components
  - Mutual and Automatic Aid Systems

ESCI will evaluate the current workload of the department and relate that analysis to the previously described community risk. An analysis will be completed, and a matrix will be developed for the community's common and predictable risk types identifying staffing and resource needs. The matrix shall be developed with consideration to:

- Service Demand study that will analyze and geographically display current service demand by incident type and temporal variation
- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Time standards that will provide for effective initiation of critical tasks and functions
- Summary of current available resources in matrix format

### **Task 3-F: Establishment of Performance Objectives**

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 and will recommend response performance 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.

- All Programs
- Fire Suppression Services
- Emergency Medical Services
- Hazardous Materials Services
- Technical Rescue Services
- Airport Rescue and Firefighting

A review and discussion of existing response performance goals (if in place) or a discussion of existing response performance (if goals are not in place) will be provided matching the nature and type of risks identified in the previous report sections. ESCI will then recommend response performance goals as follows:

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

ESCI will also review and consider any current or draft performance goals, objectives, and measures in place by the agency to determine recommended levels of service.

## Phase IV: Plan for Maintaining and Improving Response Capabilities

### Task 4-A: Overview of Plan

ESCI will work with the department's management team to develop a methodology that will allow the department to continually measure future performance of the purpose of maintaining and improving response capabilities. This methodology will include, but not necessarily be limited to:

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

**Task 4-B: Overall Evaluation, Conclusions, and Recommendations to Policy Makers**

ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. ESCI will develop one or more long-range options for resource deployment that will improve the region's level of service towards the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation and or sharing of existing facilities
- Alternate staffing models including deployment models and apparatus types.
- Opportunities to leverage technology.
- Options for shared services within the region.
- General locations of and options for sharing of future necessary fire stations
- Deployment of operations personnel, special units, or resources

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

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

**Phase V: Development, Review, and Delivery of Final Report****Task 5-A: Develop and Review Draft Project Report**

ESCI will develop and produce an electronic draft version of the 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. Review of the draft will be performed through web-based video conferencing.

**Task 5-B: Delivery of Final Standards of Cover & Deployment Analysis Document**

ESCI will complete any necessary revisions of the draft and produce ten publication-quality bound, final versions of the written report. The final report will include an executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations. 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 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
- Explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed

## Project Timeline & Fee Proposal

### Project Completion Timelines

ESCI offers the following project timeline, which is subject to change based upon the mutual agreement of the client and ESCI. The timeline will not begin until ESCI has been provided with all of the information and data necessary for the successful completion of the project.

| Project Phase                                                          | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 |
|------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| <b>Phase I:</b> Project Initiation                                     |         |         |         |         |         |
| <b>Phase II:</b> Community Assessment Development                      |         |         |         |         |         |
| <b>Phase III:</b> Standards of Cover Development & Deployment Analysis |         |         |         |         |         |
| <b>Phase IV:</b> Plan for Maintaining & Improving Response             |         |         |         |         |         |
| <b>Phase V:</b> Review & Delivery of Report                            |         |         |         |         |         |

### Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the project outlined in the Scope of Work.

The fee ESCI is proposing to perform this study is inclusive of expenses as follows:

| Project Phase                                              | Consulting Fees | Expenses | Total           |
|------------------------------------------------------------|-----------------|----------|-----------------|
| <b>Phase I:</b> Project Initiation                         | \$3,405         | \$300    | <b>\$3,705</b>  |
| <b>Phase II:</b> Community Assessment Development          | \$14,838        | \$1,199  | <b>\$16,037</b> |
| <b>Phase III:</b> Standards of Cover Development           | \$5,716         | \$0      | <b>\$5,716</b>  |
| <b>Phase IV:</b> Plan for Maintaining & Improving Response | \$5,459         | \$0      | <b>\$5,459</b>  |
| <b>Phase V:</b> Review & Delivery of Project Report        | \$6,514         | \$1,069  | <b>\$7,583</b>  |
| <b>Total Cost for Project (not to exceed):</b>             |                 |          | <b>\$38,500</b> |

### 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 90 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.

## Project Team Assignments

Emergency Services Consulting International has assigned the following associates to the project. 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 each member of the team will be found in Appendix A.

The selection and experience of the project manager is 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.
- Have 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 organizational staff analyses.

| Team Member                   | Project Assignments                                                                                                                                            |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kurt Latipow, Project Manager | Project Manager; responsible for the overall content and quality of the project and will ensure that the project is accomplished on schedule and within budget |
| Randy Parr, Associate CPA     | Finance                                                                                                                                                        |
| Frank Blackley                | Community Analysis                                                                                                                                             |
| Joe Parrott                   | GIS /Analysis                                                                                                                                                  |

## Profile of Proposing Firm

### 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 50 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 service 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 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 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 imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

All of 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 branch offices in Texas, Idaho, and Virginia
- Extensive fire and EMS consulting throughout the US and Canada
- Twelve full-time employees, with over 50 expert field consultants

## ESCI Experience

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 government.
- A highly skilled and knowledgeable team of professionals with skill-sets necessary to meet your expectations.

## 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.

## ESCI Offices

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

### Corporate Headquarters

**Andrea Hobi, General Manager**

**Mike Roth, Operations Manager**

4795 Meadow Wood Lane, Chantilly, VA 22033

Andrea—Phone: 800.757.3724 • Email: info@esci.us

Mike—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.



## 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 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

ESCI is insured in excess of \$2,000,000. A copy of the ESCI liability insurance certificate is included in an appendix.

### 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: Project Team Qualifications

### Kurt Latipow

#### Senior Associate/Project Manager



#### Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans. Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing emergency, strategic, master plans and succession plans/management processes as well as developing and implementing

Standards of Cover Analysis, Fees for Service Cost Recovery Programs and ALS Program Development and Implementation for both transport and engine company-based organizations.

#### Work Experience

- City of Lompoc, CA - Fire Chief
- Washoe County, NV - County Fire Services Coordinator
- City of Ukiah, CA - Fire Chief
- State of California, Governor's Office of Emergency Services – Deputy Chief, Fire and Rescue Branch
- Stanislaus Consolidated Fire Protection District, CA - Fire Chief/Chief Executive Officer
- Hesperia Fire Protection District, CA - Fire Chief
- City of Arroyo Grande, CA - Fire Chief/Director of Building and Fire
- City of Monterey Park Fire Department, CA - Battalion Chief/Fire Marshal

#### Education

- National Fire Academy – Accredited Executive Fire Officer
- California Fire Marshal Training and Education System

#### Publications and Instructor Experience

- IAFC/Volunteer Combination Officers 2017 Symposium in the West -Building Leaders From Within
- IAFC and League of California Cities 2016 - "The Achilles Heel of Local Government"
- California Fire Chiefs 2016 - "The Why and How of Succession Planning and Implementation"
- League of California Cities 2015 - "Contracting for Fire Services; the Trials, Tribulations, Landmines and Political Challenges"
- League of California Cities 2014 - "Leading Change in the New Reality"
- California Fire Chiefs Association 2012 - "Re-engineering Fire Service-Based Service Delivery"
- IAFC/ICMA 2012 - Success & Sustainability

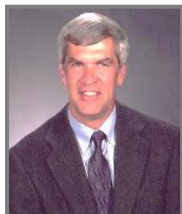
#### Professional Affiliations

- California Fire Chiefs Association
- League of California Cities Fire Department – Past President
- League of California Cities Public Safety Policy – Past Committee Chair
- Life member International Association of Fire Chiefs

Note: This is a brief summary of Mr. Latipow's CV. A complete version can be made available on request

## Joe Parrott

### Senior Associate



Chief Parrott retired after 43 years of very diverse fire and emergency services experience. Chief Parrott served for 15 years as fire chief for the City of Gresham, Oregon and six years as deputy fire chief/fire marshal for the City of Salem, Oregon. He attained the professional designation of Chief Fire Officer awarded by the Center for Public Safety Excellence.

Chief Parrott has managed emergency services evaluations, growth management studies, strategic planning processes, and fire service standards of coverage and deployment plans across the country. Previous clients include the Kansas City Fire Department (MO), Orange County Fire Authority (CA), Spokane Fire Department (WA), Philadelphia Fire Department (PA) San Bernardino County Fire Department (CA), Reno Fire Department (NV) and numerous similar sized and smaller fire agencies. He has also facilitated strategic plans for state and national organizations including the National Fallen Firefighters Foundation, National Volunteer Fire Council, and others.

Chief Parrott is a frequent presenter at regional, state, and national conferences including the Western Fire Chiefs Association, the Oregon Fire Chiefs Association, and the IAFC Webinar series.

Chief Parrott has an Associate Degree in Fire Science and a Bachelor Degree in Management, as well as extensive incident command and emergency management education and experience.

### Educational Background

- BS Degree in Management, City University, Bellevue, WA
- AS Degree in Fire Command and Administration, Fort Steilacoom CC
- Extensive Incident Command System Training including: Operations Section Chief; Incident Commander; Command and General Staff

### Professional Experience

- 43 years diverse and progressive fire and emergency services experience
- 18 years as Fire Chief – 15 at Gresham, Oregon
- Deputy Chief/Fire Marshal, Salem Fire Department, Salem, OR
- Senior Consultant, Emergency Services Consulting International

Note: This is a brief summary of Mr. Parrott's CV. A complete version can be made available on request

## Frank Blackley,

### Associate



Frank Blackley has more than 30 years of experience in the fire service and has served with several departments in southeastern North Carolina. His service began at the Wilmington Fire Department, after which spending nearly 10 years at the Wrightsville Beach Fire Department. In 1996, he began working with New Hanover County Fire Rescue as a fire inspector/investigator. In 1999, he returned to the Wilmington Fire Department as an inspector and was promoted to Assistant Chief and Fire Marshal in 2001. He served in this role until 2009, then transferred to Assistant Chief of Operations. In 2012, he assumed his current role as Assistant Chief of Support Services.

Chief Blackley brings a long history of education, experience and technical expertise to ESCI. With experience in both combination and career departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In addition to fire administration and management accomplishments, Chief Blackley has contributed to Vision 20/20 as a technical advisor for several states and development of a new Outcome Measures Guide. He has spoken nationally on Community Risk Reduction and how to use data in the decision-making process. He is familiar with the Center for Public Safety Excellence accreditation process has written several of the categories for his department.

### Educational Background

- University of North Carolina Wilmington, Master's Public Administration, Urban and Regional Policy and Planning, 2011
- Executive Fire Officer Program, Emmitsburg, MD 2009
- University of Maryland University College, Bachelor of Science in Fire Science, 1996
- Guilford Technical Community College, Associate of Science in Fire Science
- Commission on Professional Credentialing, Chief Fire Officer

### Professional Experience

- Consultant, Emergency Services Consulting International
- Technical Advisor, Vision 20/20
- Assistant Fire Chief, City of Wilmington, NC
- Deputy Fire Marshal, New Hanover County, NC

### Relevant Experience

- President, North Carolina Fire Marshal's Association
- Chair, New Hanover County Public Safety Communication Center Policy Board
- Member, North Carolina Fire Code Revision Committee

### Associated Professional Accomplishments

- Assisted in development of Community Risk Reduction course for National Fire Academy

- Developed Outcome Measures Guide for Vision 20/20
- Published author, Crisis Response Journal, Hurricane Florence: Response and Recovery

## Randall Parr

### Associate Consultant



#### Summary of Qualifications

Mr. Parr has over 40 years of experience in the fire service including 20 years as a chief officer. He has served in four different fire departments in Texas and Missouri. The agencies he has worked for range from mid-sized combination fire districts serving a population of 100,000 to a leading a small municipal department's transition from a volunteer based delivery system to a career based delivery system. He has served the past 13 years in a career position as the fire chief for the City of Tomball, a suburb of the City of Houston Texas with a population of 25,000.

He is a certified public accountant and during his career has served as the chief financial officer of several large regional real estate developers and also served as the City of Tomball interim financial officer. Chief Parr brings his diverse skills to ESCI to provide inter-agency collaboration, strategic planning, master planning, and organizational evaluation. He has a track record of focusing on cost effectiveness and efficiency, with a reputation for building regional collaborative solutions. He has advised policy-makers on fire service delivery options, created financial models and has made presentations to larger workshops on such topics as regional collaboration.

#### Educational Background

- Bachelors in Business, Accounting Major, Indiana University, 1970
- Master's in Public Administration, Sam Houston State University, Huntsville, TX, 2016
- Executive Fire Officer Graduate – National Fire Academy
- Extensive training in leadership, financial management, and planning

#### Professional Experience

- Fire Chief/Emergency Management Coordinator – City of Tomball, TX (2004 – present)
- Fire Chief – Cypress Creek Fire Department, Houston, TX (1999 – 2004)
- Chief Financial Officer – Turner Adreac Development, Sugar Land, TX
- Controller/Financial Officer – Trammel Crow Residential/Gables Residential Trust

#### Relevant Experience

- Board of Directors of the Southwest Division of the IAFC
- Southeast Region Director, Texas Fire Chiefs Association
- Facilitator, Northwest Harris County Fire Chiefs Association
- Treasurer, Institution of Fire Engineers, USA Branch
- Peer Assessor I, Center for Public Safety Excellence Accreditation Site Team

#### Associated Professional Accomplishments

- 2009 recipient of IAFC-VCOS John Buckman Leadership Award
- Developed UASI grant to equip 90 departments in a three-county area, including the City of Houston, with the same electronic accountability system
- Led the development of the Standards of Cover and Strategic plan for the Tomball Fire Department

Note: This is a brief summary of Mr. Parr's CV. A complete version can be made available on request.

## Appendix B: ESCI Experience

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 the projects listed.

| Project Category & Title                           | Organization                           | Location | Year |
|----------------------------------------------------|----------------------------------------|----------|------|
| <b>Cooperative Services &amp; Consolidations</b>   |                                        |          |      |
| Performance Review & Alternative Governance.       | North Tahoe and Meeks Bay FPD          | CA       | 2018 |
| Consolidation Feasibility Study and Service Review | Local Agency Formation Commission      | CA       | 2018 |
| Cooperative Efforts Feasibility Study              | City of Santa Rosa & Rincon Valley FPD | CA       | 2016 |
| Evaluation & Cooperative Efforts Study             | Rifle Fire Protection District         | CO       | 2015 |
| <b>Standards of Cover</b>                          |                                        |          |      |
| Standards of Cover                                 | Tahoe Douglas Fire Protection District | NV       | 2018 |
| Standards of Cover/ CRA                            | Hemet Fire Department                  | CA       | 2018 |
| Standards of Cover                                 | Scottsdale Fire Department             | AZ       | 2015 |
| Standards of Cover                                 | Carrollton Fire Rescue                 | TX       | 2018 |
| <b>Agency Evaluations</b>                          |                                        |          |      |
| Fire Department Evaluation                         | Skamania County Fire District #4       | WA       | 2015 |
| Fire Department Options Analysis                   | Hemet Fire Department                  | CA       | 2015 |
| Emergency Services Operations Analysis             | Strathcona County Emergency Services   | Canada   | 2017 |
|                                                    |                                        |          |      |
| <b>Station Location Studies</b>                    |                                        |          |      |
| Station Location Analysis                          | American Fork Fire Department          | UT       | 2017 |
| Station Location Analysis                          | Twin Falls Fire Department             | ID       | 2016 |
| Police and Fire Station Location                   | Sioux Falls Police & Fire Departments  | SD       | 2018 |
| Master Plan with Station Location Analysis         | Telluride Fire Protection District     | CO       | 2015 |
| <b>Miscellaneous Studies</b>                       |                                        |          |      |
| Public Safety Building Funding Feasibility         | City of Homer                          | AK       | 2015 |
| Staffing & Deployment Analysis                     | East Pierce Fire & Rescue              | WA       | 2014 |

## Appendix C: ESCI References

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.

| Santa Rosa Fire Department (California)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                   |                 |                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------|------------------------------|
| <b>Project:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Standards of Cover/Strategic Plan | <b>Contact:</b> | Tony Gossner                 |
| <b>Project Manager:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Sheldon Gilbert/Joe Parrott       | <b>Title:</b>   | Fire Chief                   |
| <b>Population:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 172,000                           | <b>Phone:</b>   | 707.543.3530 or 707.543.3520 |
| <b>Completed:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2016                              | <b>Email:</b>   | SRFD@srcity.org              |
| <b>Project Description:</b><br>The Santa Rosa Fire Department Standards of Cover closely follows the "Standards of Response Coverage", 5th edition as published by the Commission on Fire Accreditation International (CFAI). The purpose for completing such a document is to assist the agency in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response situations in addition to homeland security issues. ESCI intends to conduct its review of system performance in a more holistic manner reviewing in detail system elements, organizational practices, and other factors that are contributing to current organizational effectiveness and response performance. |                                   |                 |                              |

| Scottsdale Fire Department (Arizona)                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                 |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------|---------------------------|
| <b>Project:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Standards of Cover | <b>Contact:</b> | Margie Vasquez            |
| <b>Project Manager:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             | Joe Parrott        | <b>Title:</b>   | Bid & Contract Specialist |
| <b>Population:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 227,000            | <b>Phone:</b>   | 480.312.5715              |
| <b>Completed:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2015               | <b>Email:</b>   | mvasquez@scottsdaleaz.gov |
| <b>Project Description:</b><br>This study compares current operational performance with the response performance objectives established by the Scottsdale Fire Department based on current capabilities and resources. ESCI provided a comprehensive review of the department based on The Center for Fire Accreditation International performance models and provided recommendations to the client for improving system operational effectiveness and efficiency. |                    |                 |                           |

### Dallas Fort Worth Airport (Texas)

|                                                                                                                                                                                                                                                                                                                                                                                                    |                                          |                 |                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------|--------------------------|
| <b>Project:</b>                                                                                                                                                                                                                                                                                                                                                                                    | Airport Fire Services Master Plan        | <b>Contact:</b> | Brian McKinney           |
| <b>Project Manager:</b>                                                                                                                                                                                                                                                                                                                                                                            | Sheldon Gilbert/Lane Wintermute          | <b>Title:</b>   | Fire Chief               |
| <b>Population:</b>                                                                                                                                                                                                                                                                                                                                                                                 | Over 67 million annual passenger traffic | <b>Phone:</b>   | 972.973.3503             |
| <b>Completed:</b>                                                                                                                                                                                                                                                                                                                                                                                  | May 2017                                 | <b>Email:</b>   | bmckinney@DFWairport.com |
| <p><b>Project Description:</b><br/>ESCI completed an Airport Fire Services Master Plan, analyzing the agency's current conditions, future service demand, and future service delivery strategies.</p> <p><b>Key Recommendation(s):</b> Consolidation of existing fire and ARFF stations. Addition of one structural fire station. Deployment recommendations. Future station location options.</p> |                                          |                 |                          |

### North Tahoe and Meeks Bay Fire Protection Districts, CA

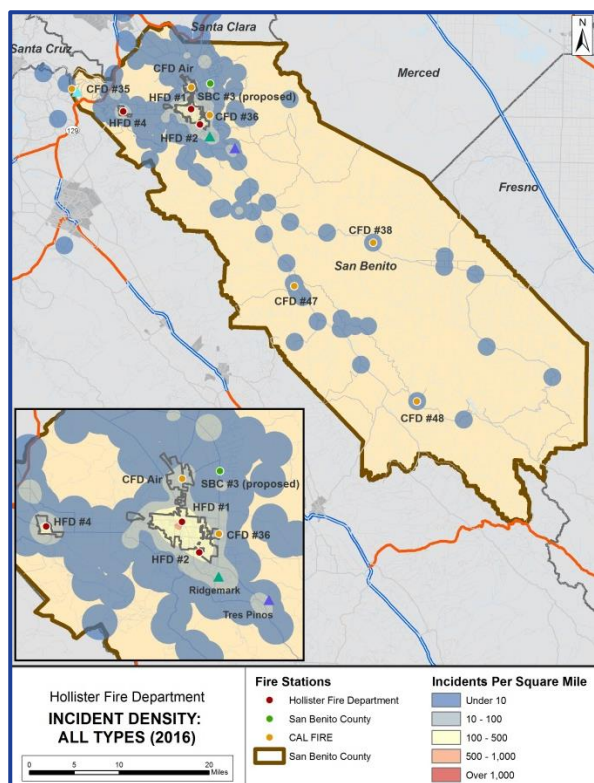
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                     |                 |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------|---------------------|
| <b>Project:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance Review and Examination of Alternative Governance Models | <b>Contact:</b> | Michael S. Schwartz |
| <b>Project Lead:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Dawn Mittleman, Kurt Latipow                                        | <b>Title:</b>   | Fire Chief          |
| <b>Population:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 16,000                                                              | <b>Phone:</b>   | 530 583 6911        |
| <b>Completed:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | August 2018                                                         | <b>Email:</b>   | schwartz@ntfire.net |
| <p><b>Project Description:</b><br/>The North Tahoe Fire Protection District and Meeks Bay Fire Protection District Performance Review examined alternate governance models, current conditions, future opportunities for cooperative efforts, financial analysis of trends and current budget as a basis for findings and recommendations.</p> <p><b>Key Recommendation(s):</b><br/>ESCI advised that legal unification would eliminate duplication of governance and further enhance economy of scale. It was recommended that both districts take the necessary steps to initiate the legal unification process and that both pass substantially similar resolutions of application to LAFCO which include relevant terms and conditions.</p> |                                                                     |                 |                     |

| City of Dearborn (Michigan)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                               |                 |                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|--------------------------------|
| <b>Project:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Hazard Analysis / Master Plan | <b>Contact:</b> | Joseph Murray                  |
| <b>Project Manager:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Mike Tucker                   | <b>Title:</b>   | Fire Chief                     |
| <b>Population:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 111,900                       | <b>Phone:</b>   | 313-943-2841                   |
| <b>Completed:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | June 2018                     | <b>Email:</b>   | Josephmurray@ci.dearborn.mi.us |
| <b>Project Description:</b><br>The City of Dearborn engaged ESCI to conduct a Hazard Analysis and Master Plan for the City's fire department. The project entailed conducting a systematic review of the fire department's organizational structure, analyzing current and future risks, analyzing the effectiveness of current facilities, determining the department's ability to achieve current and future service demands, and providing specific recommendations for additions and improvements.                                                                                                                                                                                                                                |                               |                 |                                |
| <b>Key Recommendation(s):</b><br>ESCI provided the City with specific recommendations focusing on the administrative structure of the organization designed to increase the department's effectiveness in supporting the department's operational response and service to the citizens of Dearborn. ESCI also conducted an extensive station location analysis of the department's existing facilities and made recommendations relative to future station placement to address the City's increasing call volume. Additional recommendations were made to address the department's current data collection procedures and improvements to better position the department to achieve its goal of earning international accreditation. |                               |                 |                                |

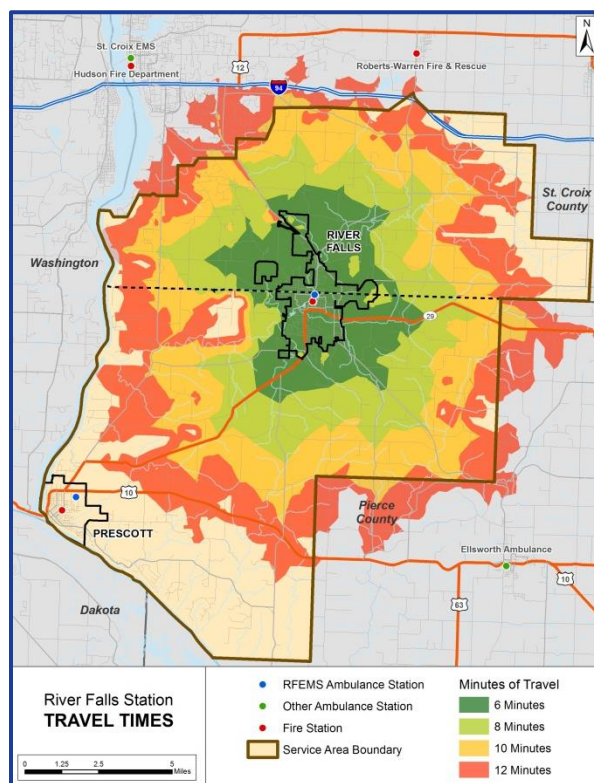
## Appendix D: ESCI Examples of GIS Maps & Images

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

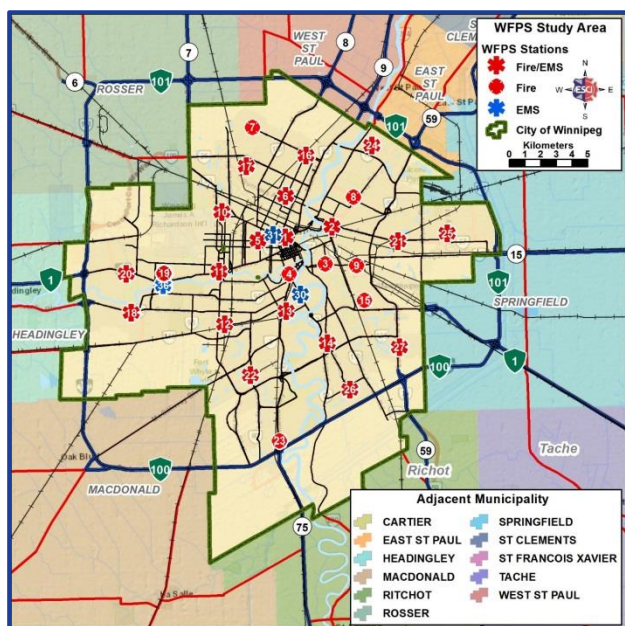
### Incident Density Example



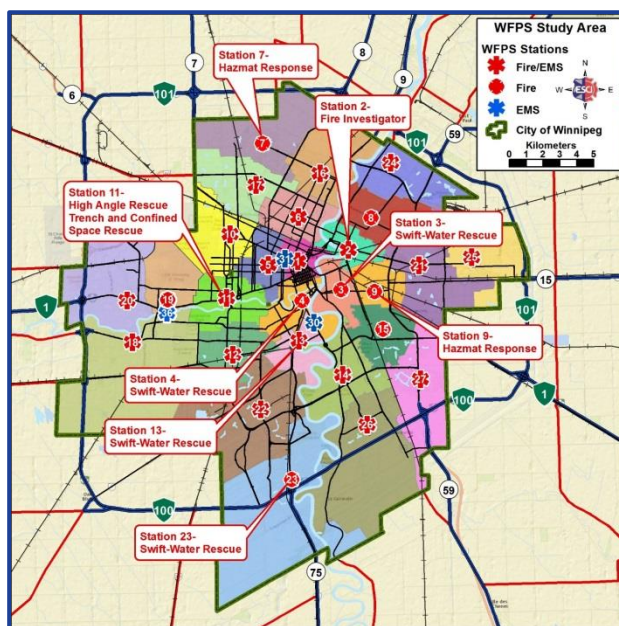
### Travel Time Example



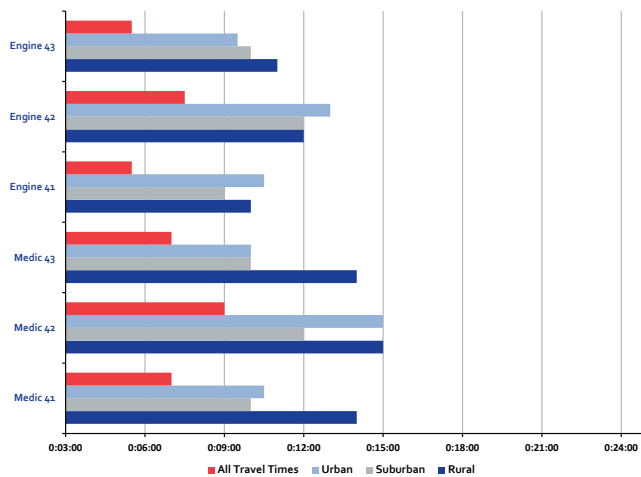
### Study Area Example



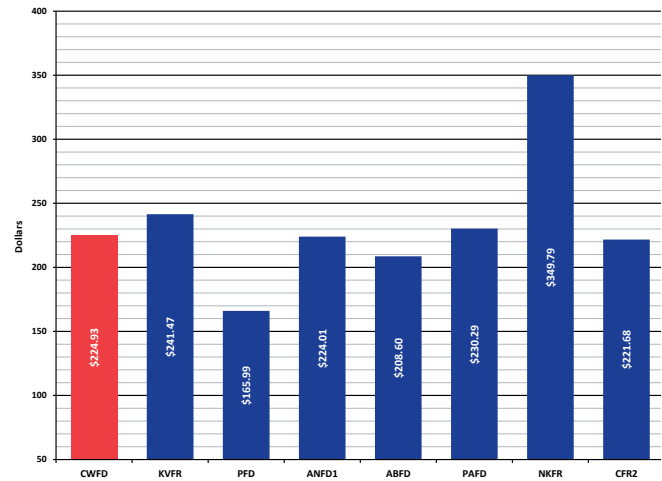
### Special Incident Capabilities Example



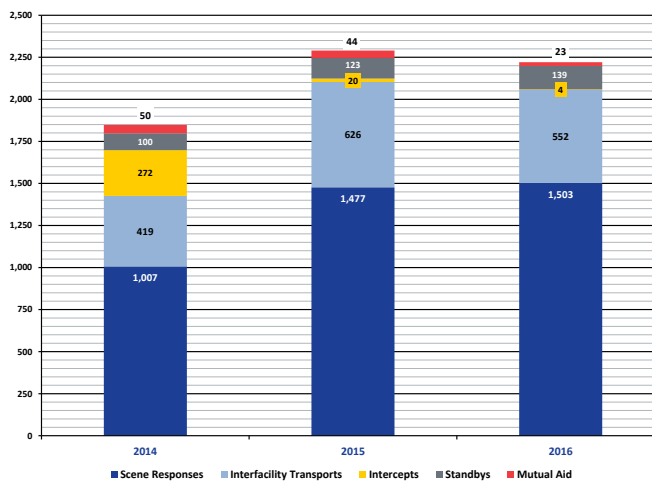
Travel-Time Chart Example



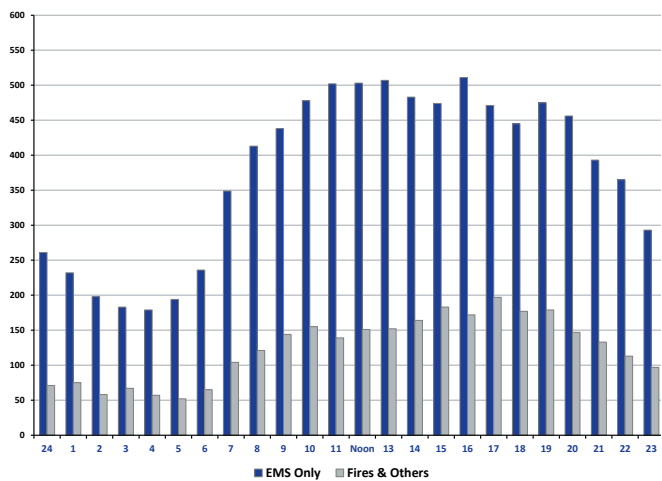
Cost Per-Capita Chart Example



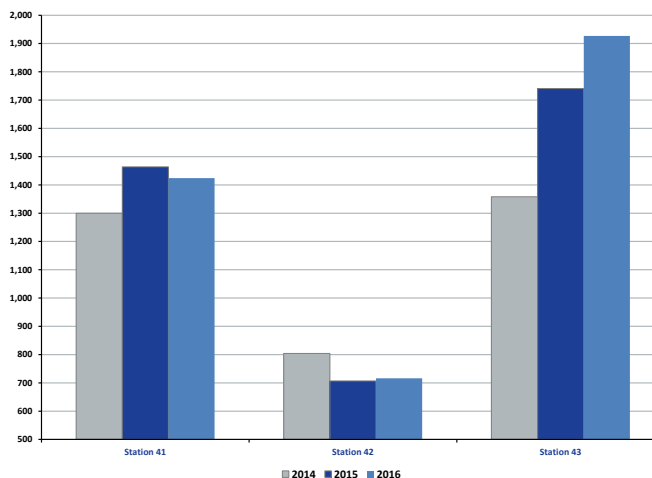
Medic Unit Incident Types Chart Example



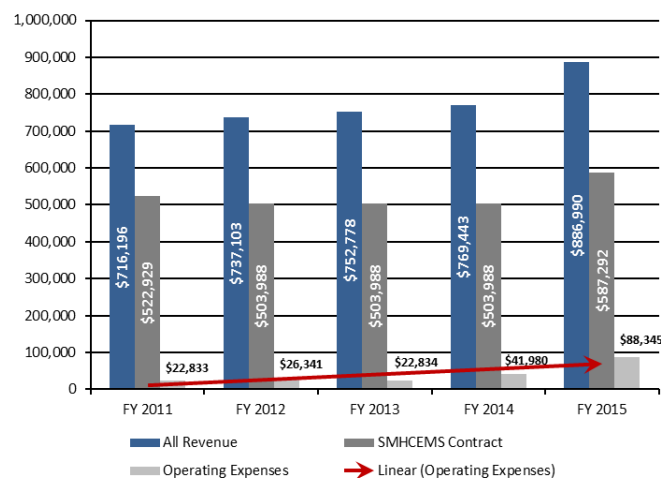
Call Types by Hour-of-Day Example



Service-Demand by Fire Station &amp; Year



Budget Analysis Example



## Appendix E: 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).

| <b>PRODUCER</b><br>Wilson-Heirgood Associates<br>2930 Chad Drive<br>PO Box 1421<br>Eugene OR 97440-1421             |        | <b>CONTACT NAME:</b> Christie Montero<br><b>PHONE (A/C, No, Ext):</b> 541-284-5855 <b>FAX (A/C, No):</b> 541-342-3786<br><b>E-MAIL ADDRESS:</b> cmontero@whainsurance.com<br><b>PRODUCER CUSTOMER ID #:</b> 22934                                                                                                                                                                                                                         |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
|---------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------|--------|------------------------------------------|--|-----------------------------|-------|------------|--|------------|--|------------|--|------------|--|
| <b>INSURED</b><br>Emergency Services Consulting International<br>25200 SW Parkway Avenue #3<br>Wilsonville OR 97070 |        | <table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Philadelphia Indemnity Ins Co</td> <td></td> </tr> <tr> <td>INSURER B: SAIF Corporation</td> <td>36196</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table> |  | INSURER(S) AFFORDING COVERAGE | NAIC # | INSURER A: Philadelphia Indemnity Ins Co |  | INSURER B: SAIF Corporation | 36196 | INSURER C: |  | INSURER D: |  | INSURER E: |  | INSURER F: |  |
| INSURER(S) AFFORDING COVERAGE                                                                                       | NAIC # |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
| INSURER A: Philadelphia Indemnity Ins Co                                                                            |        |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
| INSURER B: SAIF Corporation                                                                                         | 36196  |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
| INSURER C:                                                                                                          |        |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
| INSURER D:                                                                                                          |        |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
| INSURER E:                                                                                                          |        |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |
| INSURER F:                                                                                                          |        |                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                               |        |                                          |  |                             |       |            |  |            |  |            |  |            |  |

**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        | <b>GENERAL LIABILITY</b><br><input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><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<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000<br>MED EXP (Any one person) \$5,000<br>PERSONAL & ADV INJURY \$1,000,000<br>GENERAL AGGREGATE \$1,000,000<br>PRODUCTS - COMP/OP AGG \$1,000,000<br>\$ |
| A        | <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> ALL OWNED AUTOS<br><input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> HIRED AUTOS<br><input checked="" type="checkbox"/> NON-OWNED AUTOS                                                                |           |          | PHSD1110578   | 1/1/2016                | 1/1/2017                | COMBINED SINGLE LIMIT (Ea accident) \$1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$<br>\$                                                                    |
| A        | <input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR<br><input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE<br>DEDUCTIBLE<br><input checked="" type="checkbox"/> RETENTION \$10,000                                                                    |           |          | PHUB52753     | 1/1/2016                | 1/1/2017                | EACH OCCURRENCE \$2,000,000<br>AGGREGATE \$2,000,000<br>\$<br>\$                                                                                                                                                                        |
| B        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N<br>(Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below                                                                 |           | N/A      | 776036        | 1/1/2016                | 1/1/2017                | <input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input checked="" type="checkbox"/> OTH-ER<br>E.L. EACH ACCIDENT \$1,000,000<br>E.L. DISEASE - EA EMPLOYEE \$1,000,000<br>E.L. DISEASE - POLICY LIMIT \$1,000,000              |
| A        | Professional Liability                                                                                                                                                                                                                                                                                                            |           |          | PHSD1110578   | 1/1/2016                | 1/1/2017                | Each Claim 2,000,000<br>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

|                                                                                             |                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CERTIFICATE HOLDER</b><br>City of Yucaipa<br>34272 Yucaipa Boulevard<br>Yucaipa CA 92399 | <b>CANCELLATION</b><br>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br>AUTHORIZED REPRESENTATIVE<br> |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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Honorable Mayor and Members  
of the Marina City Council

City Council Meeting  
of October 1, 2019

**CITY COUNCIL CONSIDER ADOPTING RESOLUTION NO. 2019-,  
AUTHORIZING THE CITY MANAGER TO SIGN AN AGREEMENT WITH  
EMERGENCY SERVICES CONSULTING INTERNATIONAL TO CONDUCT  
A STANDARDS OF COVER AND DEPLOYMENT ANALYSIS STUDY**

**RECOMMENDATION:**

It is requested that the City Council:

1. Consider adopting Resolution No. 2019-, authorizing the City Manager to sign an agreement with Emergency Services Consulting International to conduct a Standards of Cover and Deployment Analysis Study subject to final review and approval of the City Attorney.
2. Authorize the Finance Director to make the necessary accounting and budgetary revisions.

**BACKGROUND:**

This resolution supports the “Safe and Secure Environment work task” as identified at the City Council Retreat held in March of 2019.

At the City Council retreat, the staffing needs of the Fire Department was identified as a critical urgent need. The Council directed staff to have a study done that would use data and modern methods to determine the staffing needs along with the locations of required Fire Stations.

A Standards of Coverage Study will recommend the best methods of deploying the City’s resources, recommend methods to improve fire protection, identify areas to reduce community risk and recommend optimum locations for fire stations (“EXHIBIT A”). The Fire Department is concerned about the average response time to calls and the number of times calls for service were received while the City’s fire engine was already committed to other incidents as shown in Table I, Fire Department Response Statistics.

Table I  
Fire Department Response Statistics

| Year | Call Volume | % Increase in Call Volume Since 2008 | % Overlapping Incidents | Number of Overlapping Calls | NFPA EMS Compliance : % of calls within 5 Min | NFPA Fire Compliance : % of calls arrived within 5 min 20 Sec | Average Code 3 Response Times |
|------|-------------|--------------------------------------|-------------------------|-----------------------------|-----------------------------------------------|---------------------------------------------------------------|-------------------------------|
| 2012 | 1767        | 13%                                  | 13.64                   | 241                         | 65%                                           | 72%                                                           | 0:05:00                       |
| 2013 | 1764        | 13%                                  | 16.44                   | 290                         | 64%                                           | 67%                                                           | 0:05:13                       |
| 2014 | 1969        | 23%                                  | 18.03                   | 355                         | 61%                                           | 65%                                                           | 0:05:17                       |
| 2015 | 1973        | 23%                                  | 27.07                   | 534                         | 59%                                           | 64%                                                           | 0:06:07                       |
| 2016 | 2136        | 31%                                  | 27.86                   | 595                         | 52%                                           | 58%                                                           | 0:05:56                       |
| 2017 | 2198        | 34%                                  | 35.49                   | 780                         | 53%                                           | 58%                                                           | 0:06:28                       |
| 2018 | 2434        | 44%                                  | 36.44                   | 887                         | 51%                                           | 57%                                                           | 0:08:53                       |

Staff has considered several alternatives and recommends Emergency Services Consulting International (ESCI) to perform this work (**EXHIBIT B**). ESCI has been selected by many other agencies and staff would recommend the City adopts their selection process. ESCI defines their work as follows:

The Commission of Fire Accreditation International (CFAI) defines the standard of coverage integrated risk management process, known as deployment analysis, as a written procedure which determines the distribution and concentration of fixed and mobile resources of an organization. Distribution of resources means we are in the right positions scattered throughout the community and Concentration means we have enough resources to meet the calls that will most likely occur.

The purpose for completing this document is to assist the Marina Fire Department in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response situations in addition to homeland security issues.

This study will conform to the 6th edition of the CFAI Standards of Cover guidelines. Creating an Integrated Risk Management Plan – Standards of Coverage requires that a number of areas be researched, studied, and evaluated. The following report will begin with an overview of both the community and the Marina Fire Department.

Emergency Services Consulting International (ESCI) has conducted numerous fire agency and emergency service studies utilizing highly qualified staff. ESCI has a working knowledge and understanding of contemporary fire service and EMS organizations and the complexity of current delivery systems. ESCI's professional team can utilize advanced analytical technology and methodology to ensure accurate observations and recommendations. Through experience, ESCI understands the importance of community risk analysis and standards of coverage studies to identify risks throughout the community. ESCI will review and evaluate the current service delivery system and provide observations and recommendations to assist in short and long-range planning.

### **ANALYSIS:**

ESCI has worked with hundreds of fire agencies and emergency services providers and is aware of the struggles governmental agencies are currently facing. With the many changes facing today's fire service, a comprehensive Community Risk Analysis and Standards of Cover is essential. ESCI's experience working with agencies in both California and across the U.S. and Canada, offers a broadly knowledgeable perspective with which to help guide the organizations into the future. ESCI defines their proposal to Marina as follows:

ESCI understands that the intent of this project is to provide an unbiased, third-party evaluation, of the current needs within the City of Marina and the methods in which the fire department addresses those needs and delivers service. ESCI will provide a detailed analysis and evaluation of services, along with recommendations for increased efficiency and effectiveness.

The evaluation and analysis of data is based on nationally recognized guidelines and criteria, including recognized National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted practices within emergency services. All methodology used in this Standard of Cover analysis of the department will follow the methodology described in the "Standards of Response Coverage, 6th Edition", published by the Commission on Fire Accreditation International (CFAI). ESCI will also apply local and regional standards; and relevant standards and criteria from the 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 to industry standards and best practices, as well as to create benchmarks against which to compare future improvement. ESCI will produce a Standards of Cover document that is fully compliant with industry best practices.

The Center for Fire Accreditation International (CFAI) defines the process, known as “deployment analysis,” as written procedures which determine the distribution and concentration of fixed and mobile resources of an organization. The purpose for completing such a document is to assist the agency in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response situations in addition to homeland security issues. This document will also assist with an Integrated Risk Management Plan as the Standards of Cover process requires a number of areas be researched, studied, and evaluated.

For years, the fire service has provided neighborhood-based service delivery, placing resources where they are needed most, in the communities they serve. It’s all part of protecting and serving our communities, being where we need to be with the right people, training, and equipment to protect lives and property. In today’s fiscal climate, it can be difficult to keep pace with changes in community demographics, fire hazards, and available funding. All too often, departments are faced with the choice of maintaining the status quo and meeting new challenges and hazards with limited resources.

NFPA 1035 defines Community Risk Reduction as “programs, actions, and services used by a community, which prevent or mitigate the loss of life, property, and resources associated with life safety, fire, and other disasters within a community.” As such, an effective Community Risk Reduction program can reduce the risk from fire and other disasters; but also provide the information, tools, and resources needed to help create and sustain fire-resistant communities. As every community is different in size, demographics, building type and the risks it needs to address ESCI has the expertise along with advanced analytical technology and methodology, to help us develop a program tailored to meet the needs of our community.

### **Staffing Analysis**

ESCI consultants have been involved with personnel management at all levels of public service within fire, EMS, Emergency Management, and Communications environments. Organizational Staffing Studies evaluate administrative, operational, and support roles against regional and national benchmarks where available. The evaluation and analysis of data and other information will be based on local standards, National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, Commission on Fire Accreditation International (CFAI) self-assessment criteria, health and safety requirements, federal and state mandates relative to emergency services, and general accepted best practices within emergency services.

The staffing Analysis focuses specifically on identifying the human resources needed to provide and support effective fire and emergency services. The analysis looks at the current performance of the department in staffing various types of calls and identifies any temporal variations in staffing performance. This performance is compared to the critical tasks that must be performed for a successful outcome in the types of occupancies and incident risks faced by the agency. This analytical assessment of performance versus need provides the basis for projecting future staffing resources. ESCI will also provide recommendations on alternative staffing models that are successful in other communities.

### **Facilities Location and Deployment Study**

The Facilities Location and Deployment Plan is a comprehensive assessment of current emergency services and response workload of the organization. It includes a historical review, as well as an analysis of future community growth as it affects the organization's potential response workload. The study is performed by professionals with experience in all aspects of government, including fire service, community development, finance, and city administration. The process is comprehensive in scope.

ESCI has developed the Facilities Location and Deployment Plan to assist fire service agencies develop solutions for the long-term fire and emergency service needs of their communities. This effort defines the current level of service being provided, identifies geographic areas not receiving the desired level of service, projects the impact of future development and community growth, and identifies deployment alternatives for facilities, personnel, and apparatus. In addition, ESCI benchmarks current and desired performance against national standards such as ISO, NFPA 1710/1720, and others.

As fire service leaders are tasked to “do more with less”, the need for a focused review of facility and deployment options becomes critical. ESCI brings a wealth of experience and information to this effort, providing creative solutions to the fire and emergency service issues facing the City of Marina. The analysis and determinations to be developed by ESCI are designed to provide the City of Marina with necessary elements as identified within our Scope of Work. ESCI is sure that the recommendations given to policy-makers will be supported by legal requirements, industry standards, benchmarks, and/or best practices.

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) and applicable health and safety requirements along with state and federal regulations relative to the fire service. This will allow us to create benchmarks against which to compare future improvement.

### **COUNCIL PRIORITIES**

At the March 2019 City Council retreat, the council identified a number of priorities. This item address one of these priorities. A summary of priority item 31, assigned to the Fire Department, is as follows:

|    |      |   |                                                                                                      |      |                                                                                                                                                                                                                                                                                                                                                         |
|----|------|---|------------------------------------------------------------------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 31 | Safe | a | Fire Service Study<br>(including staffing,<br>engines, stations, response<br>times, inspection etc.) | FIRE | The staffing needs of the Fire Department was identified as a critical urgent need. The Council directed staff to have a study done that would use data and modern methods to determine the staffing needs along with the locations of required Fire Stations. Staff proposes to work with a firm called ECI to prepare a standards of coverage report. |
|----|------|---|------------------------------------------------------------------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### **FISCAL IMPACT:**

Pricing for the ESCI Standards of Cover is through NPPGov. NPPGov is a national cooperative procurement organization based in Seattle, WA offering publicly solicited contracts to government entities nationwide. The contracts are created through a public solicitation and award process providing us with a competitive price.

Should the Council approve this resolution the cost of the Study will not exceed Thirty-Nine Thousand Five Hundred Thirty-Six Dollars (\$39,536) including expenses. The city would pay 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

It is requested that unallocated General Fund revenues fund the \$39,536 study. Exhibit A, Status of General Fund Available Revenues, Fiscal Year 2019/20. shows what monies are left from this year's General Fund revenues.

**CONCLUSION:**

This request is submitted for City Council consideration and possible action.

Respectfully submitted,

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Doug McCoun  
Fire Chief  
City of Marina

**REVIEWED/CONCUR:**

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Eric Frost  
Finance Director  
City of Marina

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Layne P. Long  
City Manager  
City of Marina