

Project Proposal



Community Risk Assessment/Standards of Cover

Aspen Fire Protection District

Prepared by:



**Emergency Services
Consulting International**

25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070
P 1.800.757.3724 | E info@esci.us | W www.esci.us

Proposal issued:

05.15.2022

Valid to:

12.15.2022

STATEMENT OF CONFIDENTIALITY

This proposal and supporting materials contain confidential and proprietary business information of ESCI. These materials may be printed or photocopied for use in evaluating the proposed project but are not to be shared with other parties.

Cover Letter

May 15, 2022

Nikki Lapin, District Administrator
Aspen Fire Protection District
420 East Hopkins Avenue
Aspen, Colorado 81611
Email: nikki.lapin@aspenfire.com



RE: RFP for Community Risk Assessment/Standards of Cover

Dear District Administrator Lapin,

Emergency Services Consulting International (ESCI) is pleased to submit our proposal to conduct Community Risk Assessment/Standard of Cover for the Aspen Fire Protection District (AFPD). ESCI is well-positioned to assist you with this important project and would like to have the opportunity to work with AFPD again as we did in 2020 with the AFPD Organizational Assessment. In addition to working with AFPD, ESCI has worked with innumerable communities across the country; our project team has significant experience in the development and delivery of Strategic Plans, Standards of Cover Reports, Staffing and Organizational Studies, Agency Evaluations and Master Plans, Fire Station Assessments, Community Risk Assessments, and similar planning studies.

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

We thank you for the opportunity to submit this proposal and are looking forward to working with you on this important project. Should you have any questions, please do not hesitate to contact me or Project Manager, Michael J. Hogan at Michael.Hogan@esci.us or by phone at 443-807-0416. You can also contact Project Oversight, Sheldon Gilbert, at Sheldon.Gilbert@esci.us or by phone at 940.453.1366.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrea D. Hobi".

Andrea D. Hobi, *Business Manager*
Emergency Services Consulting International
Esci.us | 503.570.7778 | Andrea.Hobi@esci.us



Table of Contents

- COVER LETTER.....2**
- TABLE OF CONTENTS3**
- PROJECT UNDERSTANDING AND APPROACH4**
 - METHODOLOGY4
 - USE OF TECHNOLOGY4
 - STANDARDS & BEST PRACTICES4
 - EFFECTIVE PROJECT COORDINATION & MANAGEMENT4
 - PROJECT UNDERSTANDING5
 - SCOPE OF WORK7
- ESCI OVERVIEW14**
 - THE ESCI ADVANTAGE15
 - ESCI OFFICES16
 - ESCI ORGANIZATIONAL CHART16
 - ESCI REFERENCES/ PAST PROJECTS.....17
 - OTHER RELEVANT EXPERIENCE20
 - ESCI RELEVANT KNOWLEDGE AND EXPERIENCE21
- ESCI PROJECT TEAM22**
 - PROJECT TEAM ASSIGNMENTS22
 - PROJECT ORGANIZATIONAL CHART.....23
 - PROJECT TEAM CONTACT INFORMATION24
 - PROJECT TEAM QUALIFICATIONS25
- TIMELINE.....29**
- COST PROPOSAL.....30**
 - PRICE BREAKDOWN BY PHASE31
- CERTIFICATE OF INSURANCE.....32**
- ESCI EXAMPLES OF GIS MAPS & IMAGES33**
- DISCLOSURES & PRACTICES35**
 - CONFLICT OF INTEREST STATEMENT.....35
 - INSURANCE & LITIGATION35
 - EMPLOYMENT PRACTICES.....35



Project Understanding and Approach

Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with public safety 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 adequate professional resources, and an ability to complete the project successfully by meeting or exceeding the outlined scope of work and deliverables within the desired period at a reasonable cost.
- The production of a written report that provides systematic observation, analysis, and recommendations for all components and organizational systems.

Use of Technology

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

Standards & Best Practices

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

Effective Project Coordination & Management

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



Project Understanding

The Aspen Fire Protection District (AFPD) is seeking a qualified professional consulting firm to conduct a comprehensive Community Risk Assessment (CRA)/Standards of Cover (SOC) analysis fully compliant with industry best practices which will guide the AFPD in the equitable provision of modern fire and emergency services. The analysis will be used to develop recommendations for appropriate staffing and deployment of fire, rescue, and emergency medical service (EMS) resources consistent with state and national best practices and industry standards, the AFPD 2021 Community Centered Strategic Plan, and the AFPD 2020 Organizational Assessment.

The AFPD is served by an all hazards, combination fire department providing fire, rescue, and EMS first response services throughout 87 square miles of Pitkin County, including the City of Aspen and the Pitkin County Airport. This world class resort community, which experiences approximately 2,300 annual calls for service, is served by a team of volunteer and full-time emergency responders responding from five fire stations.

Specific emphasis will be placed on the following items in developing the CRA/SOC:

- A survey instrument will be created and used to gather input from the AFPD community
- Three to five web listening sessions will be held with selected community groups
- A 1-1/2 day CRA/SOC development meeting with a cross-section of AFPD Board members, executive staff, career, and volunteer leaders will be held where ESCI will facilitate and provoke discussion among attendees to determine risks and coverage objectives
- Success measures will be formulated to ensure goals and objectives are achieved
- ESCI will compare and align the CRA/SOC with already adopted portions of the AFPD Strategic Plan and provide recommendations for additional Initiatives, Goals, Objectives
- A protocol will be developed for the implementation, tracking, and annual review of the CRA/SOC plan and the recommendations contained within
- A professional print-ready plan in workable format and PDF format that is informed by AFPD community input and driven by AFPD leadership will be provided
- A presentation, with visual aids, data, and projections that highlight the most pertinent findings and recommendations from the CRA/SOC will be made at a meeting of the AFPD Board of Directors including a facilitated discussion and Q & A session.

ESCI will produce a Community Risk Assessment/Standards of Cover (CRA/SOC) document that is fully compliant with industry best practices in the field of deployment analysis. Further discussion between the ESCI team and the AFPD project team during the project initiation phase will ensure that any additional issues not previously identified but relevant to this study will be fully discussed and included in the project. This evaluation and 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 fire and emergency services, and generally accepted best practices within emergency services.



All methodology used in this Community Risk Assessment: Standards of Cover analysis of the AFPD will follow the methodology described in the “Community Risk Assessment: Standards of Cover, 6th Edition,” published by the Center for Public Safety Excellence (CPSE).



Scope of Work

Phase I: Project Initiation and Site Visit

Task 1-A: Project Initiation & Work Plan Development

ESCI will develop a project work plan based on the scope of work and converse with the Aspen Fire Protection District (AFPD) project team to gain a comprehensive understanding of the background, goals, and expectations for the project. This work plan will be developed, identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This process will establish working relationships, make logistical arrangements, determine lines of communication, and finalize contractual arrangements. Other agenda items will include data collection, interview plan and tentative schedule, interim milestones, meetings, deliverables, and transfer of pertinent reports and background material.

Task 1-B: Acquisition & Review of Background Information

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

- Past or current studies, research, or reports including the AFPD 2021 Community Centered Strategic Plan and AFPD 2020 Organizational Assessment
- City of Aspen and Pitkin County Comprehensive Plan documents, including current and future land use information
- Local census and demographic data
- Zoning maps and zoning code
- Administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facility and apparatus inventories
- Line-item revenue and expense for the previous five years, including any debt service and fund balances specific to AFPD, as well as five-year CIP
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data for the preceding five years
- Computer-Aided Dispatch (CAD) incident records for the preceding five years
- Local Geographic Information Systems (GIS) data, where available



Task 1-C: Site Visit & Stakeholder Input

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

- Relevant elected or appointed officials
- Fire department chief officers, managers, and other key staff
- Finance Manager
- Relevant City of Aspen and Pitkin County planning staff
- Human Resources Manager
- Career and volunteer members, as appropriate
- Other external fire agencies adjacent to the district
- Medical facilities, EMS medical director
- Others that may contribute to the project

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

Phase II: Standards of Cover Development

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

Task 2-A: Organizational Overview

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

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

Task 2-B: Review of Services Provided

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

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



Task 2-C: Capital Facilities and Equipment

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

Facilities – Review and make observations in areas related to station efficiency and functionality.

Items to be contained in the report include:

- Design
- Construction
- Safety
- Environmental issues
- Code compliance
- Staff facilities
- Efficiency
- Future viability

Apparatus/Vehicles – Review and make observations regarding inventory of apparatus and equipment. Items to be reviewed include:

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

Task 2-D: Community Risk Assessment

ESCI will conduct an analysis of community risks, growth projections, and land uses and 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 community fire protection risk by geography and type.

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

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

- Population history
- Census-based population and demographic information
- Community planning-based population information
- Transient population and demographic information (to the extent data is available)
- Population density



- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes
- Non-structural risk categorization

ESCI will evaluate the current workload of the AFPD and relate that analysis to the previously described community risk:

- A Service Demand study will analyze and geographically display current service demand by incident type and temporal variation

An analysis will be completed, and a matrix will be developed for the community's common and predictable risk types identifying staffing and resource needs. The matrix will be developed with consideration given to:

- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks

Task 2-E: Review of Historical System Performance

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

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



- Analysis of actual system response time performance, analyzed by individual companies (to the extent data is available).
- Effectiveness of Mutual and Automatic Aid Systems

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

Phase III: Establishment of Performance Objectives and Measures

Task 3-A: Recommended Response Goals and Targets

The establishment of fire and EMS response time standards and targets is a primary responsibility of the AFPD Board of Directors who set policy based on community risk, citizen expectations and the AFPD'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 AFPD and compare the district's performance against industry standards and best practices, such as the benchmarks described by the Insurance Services Office (ISO), consensus standards from the National Fire Protection Association (NFPA), recommended practices from the Center for Public Safety Excellence (CPSE), and other pertinent resources.

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

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

Task 3-B: Overview of Compliance Methodology

ESCI will work with the AFPD's management team to develop a methodology that will allow the department to continually measure future performance. This methodology will include, but not necessarily be limited to:

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



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

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

ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous task at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy.

ESCI will develop one or more long-range options for resource deployment that will improve the AFPD'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 of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Deployment 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

Task 4-B: Develop and Review Draft Project Report

ESCI will develop and produce an electronic draft version of the written report for review by the AFPD project team. 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. The report will include:

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

Task 4-C: Delivery and Presentation of Final CRA/SOC Report

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report along with an electronic copy in PDF file format. Upon client request and subject to availability, copies of the following will be provided:



- GIS projects, geodatabases, shapefiles, or data files used for geospatial analysis
- Workbooks/projects and associated data files used by data analytics software such as Microsoft Excel, Tableau, etc.

A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the public as necessary and will include the following:

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



ESCI Overview



Emergency Services Consulting International (ESCI) is an international firm providing specialized, high-quality professional fire, police, communications, and emergency medical services (EMS) consulting services to organizations throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976, and is considered by many to be the nation's leader in emergency services consulting.

Utilizing both full-time staff and over 60 expert field consultants nationwide, ESCI provides consulting services to municipalities; fire, ambulance, and hospital districts; non-profit organizations; and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship with the *International Association of Fire Chiefs (IAFC)*, the *Western Fire Chiefs Association*, the *National Fallen Firefighters Foundation*, the *National Volunteer Fire Council*, and the hundreds of clients we serve from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within the emergency services disciplines and related fields—staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and EMS issues and needs.

We provide a wide array of services, including organization audits and evaluations, cooperative effort and consolidation, health and safety evaluations; master, strategic, and growth management plans; deployment planning, hazard mitigation planning, executive searches, assessment centers, and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement creative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

ESCI's field associates have been active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in fire/rescue services, EMS, and law enforcement. We understand your issues, challenges, responsibilities, and offer proven methods to improve your effectiveness.





The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We accomplish this by providing the highest value of consulting services and educational programs.



The ESCI Advantage

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

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

The *ESCI Advantage* includes:

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

ESCI at a Glance

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



ESCI Offices

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

Headquarters Office

Andrea Hobi, Business Manager

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

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

Corporate Office

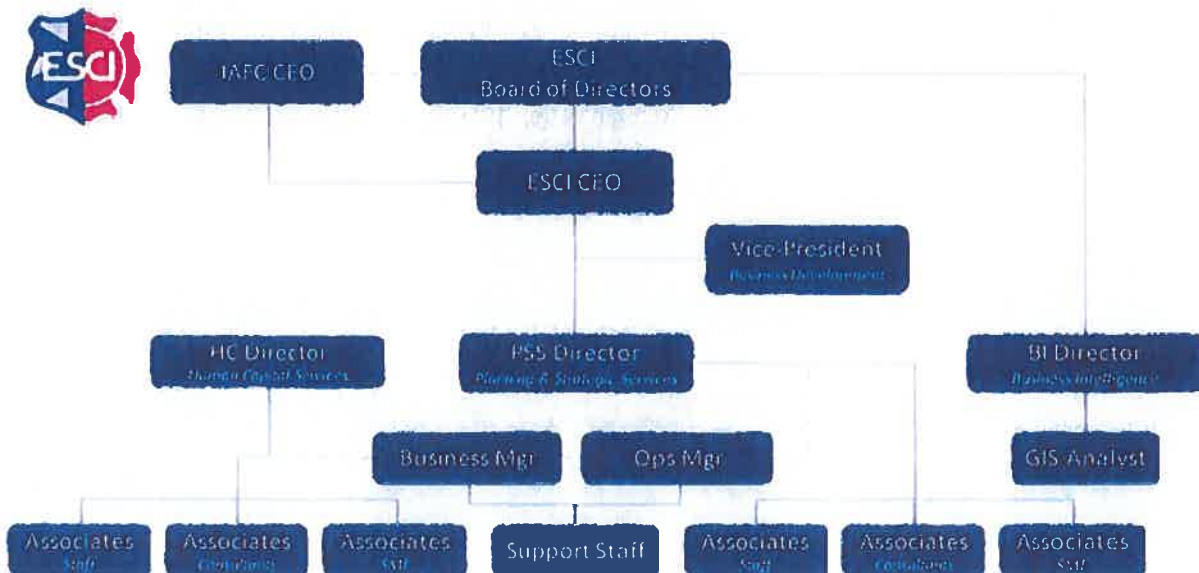
Mike Roth, Operations Manager

4795 Meadow Wood Lane, Chantilly, VA 22033

Phone: 703.506.9400 • Email: mike.roth@esci.us

ESCI Organizational Chart

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



ESCI References/ Past Projects

The following are several examples and references of similar size and scope of the project requested by the Aspen Fire Protection District completed by ESCI. If requested, ESCI can provide additional examples and client references.

Vail, Colorado			
Project:	CRA/SOC	Contact:	Mark Novak
ESCI POC:	Sheldon Gilbert, Project Oversight	Title:	Fire Chief
Population:	5,450	Phone:	970-477-3474
Completed:	February 2020	Email:	mnovak@vailgov.com

Project Description:

The Town of Vail, Colorado, retained Emergency Services Consulting International (ESCI) to complete a *Community Risk Assessment and Standard of Cover Analysis*. Vail is located in Eagle County, Colorado, and is governed by a Town Council. The analysis provides a review of the current service delivery accountability as well as response performance and infrastructure efficiency. ESCI also assesses future service demand projections and delivery system approaches.

ESCI evaluates the initial assessment of current conditions by analyzing the baseline elements, current response performance, and service delivery results. These conditions were determined upon initiation of the project in Fall 2019. Using organizational, staffing, and geographic information systems (GIS) models, this phase of the study identifies how the fire department is currently operating and provides insight into how services are presently delivered to the Vail community.

Boise, Idaho			
Project:	CRA/SOC	Contact:	Emily Dixon
ESCI POC:	Sheldon Gilbert, Project Oversight	Title:	Fire Data Analyst
Population:	227,959	Phone:	208-570-6500
Completed:	April 2021	Email:	edixon@cityofboise.org

Project Description:

The following report serves as the Boise Fire Department (BFD) *Community Risk Assessment: Standards of Cover*. It follows closely the Center for Fire Public Safety Excellence (CPSE) 6th Edition *Community Risk Assessment: Standards of Cover* model that develops written procedures to determine the distribution and concentration of a fire and emergency service agency's fixed and mobile resources. The purpose of 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.

Creating a *Community Risk Assessment: Standards of Cover* document requires that many areas be researched, studied, and evaluated. This report begins with an overview of both the community and the agency. Following this overview, the plan discusses areas such as risk assessment, critical task analysis, agency service level objectives, and distribution and concentration measures, and provides an analysis of historical performance and will conclude with policy and operational recommendations that measure and display adopted performance indicators and system performance.



Tri-Lakes, Colorado

Project:	Cooperative Services Feasibility Study	Contact:	Andy Kovacs
Project Manager:	Dan Qualman	Title:	Fire Chief
Population:	18,000	Phone:	719-419-7001
Completed:	October 2021	Email:	akovacs@tlmfire.org

Project Description:

The Tri-Lakes Fire Protection District (TLMFPD) and the Donald Wescott Fire Protection District (DWFPD) asked Emergency Services Consulting International (ESCI) to conduct a feasibility study of the unification potential of the two agencies. ESCI considered the current conditions of both districts including the management components, financial analysis, service delivery, staffing and deployment, response performance, emergency medical services, as well as fire and life safety and training programs. ESCI found two departments that serve their communities well and are functioned well together to provide services to all the citizens of both districts

Key Recommendation(s):

ESCI reviewed the capital infrastructure of both departments. Stations were well-maintained and functional however improvements are recommended to enhance the functionality of station operations. Response station locations and response coverage was mapped to show the areas of 4-, 8-, and 12- minute travel times. ESCI made recommendations for long-term location adjustments to gain efficiency in coverage. These are concepts that can be implemented over time as new stations are planned and old stations remodeled. The location of the staffing should be reviewed for call load as well as the response time performance.

Prescott, Arizona

Project:	CRA/SOC	Contact:	Dennis B. Light
ESCI POC:	Don Bivins	Title:	Fire Chief
Population:	43,000	Phone:	928-777-1702
Completed:	2019	Email:	dennis.light@prescott-az.gov

Project Description:

Prescott Fire Department contracted with ESCI to conduct a sixth edition compliant Community Risk Assessment: Standards of Cover and a follow-up strategic plan. The intent of the agency is to seek accreditation from the Center for Public Safety Excellence (CPSE). ESCI conducted the analysis, addressing all major elements of the Standards of Cover as prescribed by the CPSE, including community and internal stakeholder feedback interviews. Upon completion of the CRA/SOC, ESCI conducted the facilitation of a strategic plan for the agency.



Mountain View FPD

Project:	Fire Rescue Master Plan	Contact:	Dave Beebe
Project Manager:	Dan Qualman	Title:	Fire Chief
Population:	50,000	Phone:	303.772.0710
Completed:	May 2017	Email:	dbeebe@mvfpd.org

Project Description:

Mountain View Fire Rescue engaged ESCI to conduct a master plan for the agency. The project included conducting a current conditions assessment, future population projections, future demand projections, and recommendations for strategies moving forward. As an ALS transport agency, a specific focus for some on the team was the EMS delivery system. As an optional part of the study included an organizational culture assessment.

Key Recommendation(s):

There were recommendations made for various functions of the department based on current operations as well as recommendations based on demographic changes anticipated in the next 10 to 20 years. The predicted growth was for 71% additional over the current population during that time. The service demand would nearly double with the significant increase in senior population. There were four additional station locations offered for future growth coverage. These were based on historical incident locations and coverage by existing stations. The cultural evaluation identified concerns and areas for improvement within the leadership structure of the department.



Other Relevant Experience

The following are examples of ESCI's experience in providing similar consulting services to various organizations throughout North America. If requested, ESCI can provide more detailed information on any of the projects listed.

Project Category & Title	Organization	State	Year
Community Risk Assessments & Standards of Cover Reports			
CRA/SOC	Rockwall Fire Department	TX	2020
CRA/SOC	Menlo Park	CA	2020
CRA/SOC	City of Santa Maria	CA	2020
CRA/SOC	City of Seaside	CA	2020
CRA/SOC	City of Salinas	CA	2019
Fire/EMS Master & Strategic Plans			
Master Plan	Carson City	NV	2020
Independent Fire Study	County of Spartanburg	SC	2020
Master Plan	City of Rock Springs	WY	2020
Master Plan	City of Helena	MT	2022
Standards of Cover and Strategic Plan	Prescott Fire Department	AZ	2019
Strategic Plan	State Assoc. of Fire & Emergency Districts (SAFE-D)	TX	2019
Master Plan	Roaring Fork Fire Rescue Authority	CO	2022
Master Plan	Chesterfield County	VA	2022
Strategic Plan	Columbus Fire-Rescue	MT	2022
Master Plan	City of Davie	FL	2022
Cooperative Services & Consolidations			
Cooperative Services Study	Walla Walla Fire Departments	WA	2020
Cost Allocation Study	City of Georgetown/Williamson County ESD 8	TX	2019
Integration Feasibility Study	Tumwater Fire Departments	WA	2019
Consolidation Study	City of West Haven	CT	2019
Performance Review & Alternative Governance	North Tahoe and Meeks Bay FPD	CA	2018
Cooperative Services Study	Pacific and Boles FPD	MO	2022
Cooperative Services Study	City of Johnston and Grimes	IA	2022
Agency Evaluations and Station Location Studies			
Staffing Needs Assessment	Berthoud Fire Protection District	CO	2019
Agency Evaluation	Fairview Fire Department	TX	2019
Fire Department Evaluation	Yreka Fire Department	CA	2019
Station Location Analysis	Barrow County	GA	2019
Police and Fire Station Location	Sioux Falls Police & Fire	SD	2018
Station Location Analysis	American Fork Fire Department	UT	2017



ESCI Relevant Knowledge and Experience

ESCI's consultants and project team has a wide variety of experience that includes:

- Fire District/Department deployment principles and practices.
- Fire District/Department staffing practices.
- Fire District/Department firefighter and civilian labor relations.
- Fire District/Department performance measurement.
- Fire prevention, urban-wildland interface, and community risk reduction.
- Fire District/Department dispatch and communications.
- Field operations for fire and emergency medical services.
- Fire services management practices.
- District business practices and governance.
- Fire District/Department fleet management.
- Fire services technology
- Use of live traffic analysis
- Safety and training.
- Land use planning.
- Strategic, master, and business planning.

This is experience is shown throughout the three examples of the past projects provided. ESCI would be more than happy to provide further information and examples upon the request of AFD.



ESCI Project Team

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 can be found on the following pages.

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

- Assist in the development and coordination of a project work plan.
- 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 expert knowledge.

Project Team Assignments

Team Member	Project Assignments
Sheldon Gilbert <i>Chief Executive Officer</i>	<ul style="list-style-type: none">• Project Oversight• Project Consulting• Project Team Assignments
Michael J. Hogan <i>Project Manager</i>	<ul style="list-style-type: none">• Customer Primary Point of Contact• Overall Project Management• Service Delivery and Performance• Project Consulting
Laura Schmidt <i>Associate Consultant</i>	<ul style="list-style-type: none">• GIS Subject Matter Expert• Project Consulting
Andrew Butler <i>Associate Consultant</i>	<ul style="list-style-type: none">• Subject Matter Expert• Finance Subject Matter Expert• Project Consulting



Project Organizational Chart

The following organization chart represents the actual team assigned to your project.



Project Team Contact Information

Team Member	Mailing Address	Phone Number	Email Address
Sheldon Gilbert <i>Chief Executive Officer</i>	25030 SW Parkway Ave, Suite 330 Wilsonville, OR 97070	940.453.1355	Sheldon.Gilbert@esci.us
Michael J. Hogan <i>Project Manager</i>	907 Fagley Street Baltimore, MD 21224	443-807-0416	Michael.Hogan@esci.us
Laura Schmidt <i>Associate Consultant</i>	25030 SW Parkway Ave, Suite 330 Wilsonville, OR 97070	775-461-6996	LSchmidt@EMGISpartners.com
Andrew Butler <i>Associate Consultant</i>	4153 Bella Veve Cove Herriman, Utah 84096	801.243.3863	Andrew.Bulter@esci.us



Project Team Qualifications

Sheldon Gilbert



Position: Project Oversight
Experience: Over 35 years

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

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

Professional Experience

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

Educational Background

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

Relative Experience & Associated Professional Accomplishments

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



Michael J. Hogan



Position: Project Manager
Experience: Over 16 years

Michael is the Project Manager assigned to this project. He possesses the expertise and the ability to ensure that your project is delivered on time, on budget, and professionally.

Michael has served on the following recent projects with ESCI:

- Johnston and Grimes (IA): Cooperative Agency Study
- City of Helena (MT): Master Plan
- Hernando County (FLA): Station Location Study
- City Woodstock (GA): Master Plan
- City of Charlottesville (VA): Master Plan
- Gwinnett County (GA): Master Plan

Michael J. Hogan is an Associate Consultant with ESCI. He is a Fire Captain with the Baltimore City Fire Department (BCFD) in Baltimore, Maryland. He is currently the Company Commander of Truck Company 8 on the West Side of Baltimore City, which averages over 2,700 calls a year including more than 70 structural fires. He has 16 years of experience in the fire service, joining in his local volunteer fire company in 2005. Michael served as a lieutenant at the BCFD Fire Academy from 2015-16 and he still serves as an adjunct instructor. He is the primary Fire Officer II instructor for the BCFD and also assists with recruit and field training programs. Michael is a member of the BCFD Incident Management Team and works with the Baltimore City Mayor's Office of Emergency Management as an Emergency Management Specialist. He has been involved with both planned and emergency incidents such as 2015 Civil Unrest, 2016 Army/Navy football game, Preakness, Artscape, and various snowstorms. Also, he has served as a subject matter expert for various promotional processes within the BCFD. Michael has a wide range of experience in rural, suburban, and urban fire departments, serving as a volunteer in a 100% volunteer organization with the Jarrettsville Volunteer Fire Company (Harford County, MD); a volunteer in a combination organization with the Hyattsville Volunteer Fire Department (Prince George's County, MD); a career member in a combination organization with Loudoun County Fire & Rescue (Va); and as a member in a 100% career organization with the BCFD. Michael is a Fire Officer (FO) designee from the Center of Public Safety Excellence, where he serves as a peer reviewer for others seeking their FO designations.

Professional Experience

- Fire Services and Emergency Medical Services Consultant, ESCI, 2021-Current
- Fire Captain, Baltimore City Fire Department; 2017-Cuerrent
- Peer Reviewer, Center for Public Safety Excellence, 2021-Current
- Fire Lieutenant, Baltimore City Fire Department; 2015-2017
- Pump Operator, Baltimore City Fire Department; 2013-2015
- EMT/Firefighter, Baltimore City Fire Department; 2011-2013
- Firefighter/EMT, Loudoun County Fire & Rescue; 2010-2011
- Volunteer Firefighter EMT/FF, Hyattsville Vol. Fire Dept; 2006-2011
- Volunteer Firefighter EMT/FF, Jarrettsville Vol. Fire Co.; 2005-2013

Educational Background

- Master of Public Administration, University of Baltimore; 2019
- Certificate in Diversity, Equity, and Inclusion in the Workplace, University of South Florida; 2021
- Executive Leadership Certificate, Safe Communities Institute at the University of Southern California Price School of Public Policy; 2021
- Bachelor's of Science with a major in Fire Science and a minor in Business Administration, University of Maryland, University College; 2010
- National Board of Professional Qualifications Accreditation for Fire Officer III

Michael is a member of St. Gerard Young Men's Association of Highlandtown, Inc. The civic organization that has been in existence since 1893 and has an exemplary record of service to the community in Southeast Baltimore. He served as president of the 200+ member organization from 2017-18.



Laura Schmidt



Position: GIS Subject Matter Expert

Experience: Over 14 years

Ms. Schmidt has over 14 years' experience as a GIS and data analyst. Laura has worked with ArcGIS software for the purpose of watershed modeling and habitat characterization for coastal environments. For 8 years, she supported asset management system administration and GIS integration with real property for the National Guard Bureau. She designed the data collection process for recreational trails in Nevada utilizing ArcGIS Pro, Collector for ArcGIS, and ArcGIS Online. Laura is currently the GIS Specialist and Asset Management system administrator the City of Roanoke, VA, Transportation Division. Laura also supports EMGIS Partners, LLC, with analysis and mapping for Emergency Services Consulting International.

Ms. Schmidt has demonstrated organization and communication skills, managing long and short-term projects, and engaging clients and stakeholders in technical processes. She has extensive knowledge and experience in the use of ArcGIS, asset management systems, and Microsoft Office Software Applications.

Professional Development & Education

- Bachelor of Science in Geography, University of South Carolina, Columbia, SC, 1998
- Master of Science in Geography, University of South Carolina, Columbia, SC, 2001

Experience

- National Estuarine Research Reserve System, University of South Carolina, Georgetown, SC, 2001–2005
- CG Celio & Sons, Markleeville, CA, 2010–2018
- EMGIS Partners, Highland, FL, 2015–present
- Great Basin Institute, Reno, NV, March–July 2018
- City of Roanoke Transportation Division, Roanoke, VA, 2018–present

Associated Professional Accomplishments

- Experience supporting Community Risk Assessments Master Plans
- Implemented new asset management system for City of Roanoke Transportation Division
- Initiated new mapping protocol for off-highway recreational trails in Nevada
- Completed comprehensive real property and GIS reconciliation for 10 large National Guard training sites
- Published author of three professional journal articles on use of LIDAR in floodplain and watershed mapping



Andrew Butler



Position: Associate Consultant
Experience: Over 25 years

Andrew Butler comes equipped with over 25 years in the emergency services industry and just recently retired as Fire Chief of South Jordan Fire Department (UT). During his time with South Jordan Fire Department, Mr. Butler had opportunities to work in several different capacities including Paramedic, Fire Captain, Program Manager for various EMS programs, Battalion Chief in operations, battalion chief over training, and finally as Fire Chief where he implemented several different programs to help improve the overall service delivery of the fire department.

He has been involved with the Center for Public Safety Excellence as a level 1 peer assessor over the last several years and has been a member of the peer assessor team on several site visits. During his time as a peer assessor, Chief Butler has had the opportunity to work with fire departments across the country to assess, evaluate, and provide recommendations for their continued success.

Educational Background

- Master of Business Administration/Finance Emphasis, University of Utah, School of Business, 2007–2009
- Bachelor of Science/Finance Emphasis, University of Utah, School of Business, 2001–2007
- Associate of Applied Science/Paramedic Emphasis, Utah Valley University, School of Emergency Services, 1996–2001

Professional Experience

- Fire Chief, South Jordan City Fire Department, Utah, 2014–2019
- Battalion Chief, South Jordan City Fire Department, Utah, 2007–2014
- Fire Captain, South Jordan City Fire Department, Utah, Jan. 2007–Nov. 2007

Professional Certifications

- Executive Fire Officer (2015), Federal Emergency Management Agency, National Fire Academy
- Six Sigma Green Belt (2013), American Society for Quality
- Certified Associate in Project Management (2012), Project Management Institute
- Utah Fire Officer I (2001), Utah Fire Service Certification Council
- Utah State Paramedic (2001), Utah Bureau of EMS

Timeline

ESCI offers the following maximum project timeline, which is subject to change based upon the mutual agreement of the Aspen Fire Protection District and ESCI. The timeline will not begin until ESCI has been provided with *all* information and data necessary for the successful completion of the project. ESCI estimates a timeline of 150 days from the completion of fieldwork. ESCI will be able to meet the timeline laid out in the RFP to have a final report and implementation protocol by December 15, 2022.

Slippage of the timeline may occur if requested data and background information is not available to ESCI within two weeks of the awarding of the contract. Additionally, slippage may occur if the review of the report draft requires more than 14 days for examination and input, or significant revisions of the draft report are made.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5
Phase I: Project Initiation and Site Visit					
Phase II: Standards of Cover Development					
Phase III: Establishment of Performance Objectives					
Phase IV: Development/Review/Delivery of the CRA/SOC					



Cost Proposal

Emergency Services Consulting International is pleased to present the following formal cost proposal for the project outlined in the Scope of Work. The fee ESCI is proposing to perform this study is inclusive of expenses as follows:

Community Risk Assessment/Standards of Cover

\$ 44,960

Inclusive of Expenses

Proposed Payment Schedule

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

Information Relative to Cost Quotation

- Bid quotation is valid for 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.



Price Breakdown by Phase

project outlined in the Scope of Work. The fee ESCI is proposing to perform this study is inclusive of expenses as follows:

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation and Site Visit	\$12,273	\$3,241	\$17,514
Phase II: Standards of Cover Development	\$18,514	\$0	\$19,514
Phase III: Establishment of Performance Objectives	\$1,216	\$0	\$1,216
Phase IV: Development, Review, and Delivery of the CRA/SOC Report	\$7,986	\$1,730	\$9,716
Total Cost (Not to exceed):			\$44,960

ESCI Hourly Rates


Senior Level Project Oversight, Senior Data Engineer/SME	\$200/hr.
Project Manager, Senior Developer, GIS, BIA, mid-level Systems Engineer	\$170/hr.
Senior Data Analyst	\$150/hr.
Mid-level Data Analyst	\$125/hr.
Admin Support	\$90/hr.

Proposed Payment Schedule

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



Certificate of Insurance

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 2/9/2022		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER WHA Insurance Agency Inc 2930 Chad Drive Eugene OR 97408			CONTRACT NAME: Deana Wright PHONE: 541 284 5117 FAX: 541 342 3788 E-MAIL: dwright@whainsurance.com ADDRESS: dwright@whainsurance.com			
INSURED Emergency Services Consulting International Inc Fields Consulting Fields Consulting Group, Inc 25030 SW Parkway Avenue #330 Wilsonville OR 97070			INSURER A: Lloyd's of London INSURER B: Twin City Fire Insurance Company INSURER C: HSB Specialty Insurance Co 14438 INSURER D: INSURER E: INSURER F:			
COVERAGES		CERTIFICATE NUMBER: 321642235		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	ADDRESS (RSL/ W/O)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER		PSK0136659525	1/1/2022	1/1/2023	EACH OCCURRENCE \$ 3,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 Tenants Liability \$ 250,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> NRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		PSK0136659525	1/1/2022	1/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$ UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/INSURER EXCLUDED? <input type="checkbox"/> Y/N N/A If yes, describe under DESCRIPTION OF OPERATIONS below
C	Cyber Liability		660525002	10/9/2021	10/9/2022	Aggregate 1,000,000
B	Directors & Officers		52K09036110222	1/1/2022	1/1/2023	Aggregate 1,000,000
A	Professional Liability		PSK0136659525	1/1/2022	1/1/2023	Prof Liab Aggregate 2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule may be attached if more space is required)						
CERTIFICATE HOLDER			CANCELLATION Deana Wright			
Insured's Copy For information Purposes ...			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS			
			AUTHORIZED REPRESENTATIVE DMI			

ACORD 26 (2018/03)

The ACORD name and logo are registered marks of ACORD

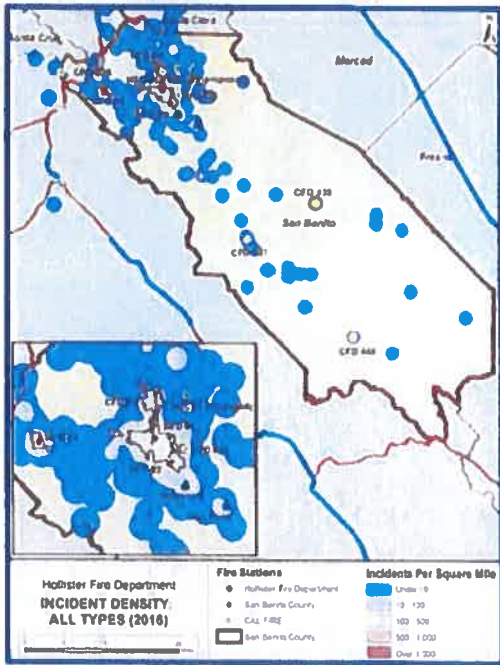
© 1988-2015 ACORD CORPORATION All rights reserved



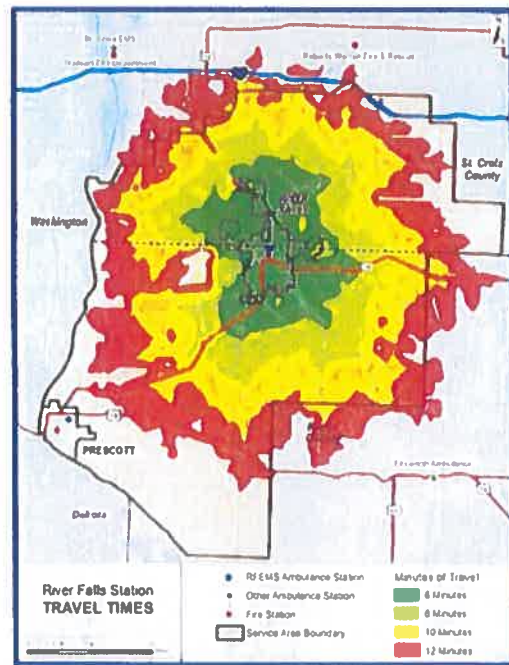
ESCI Examples of GIS Maps & Images

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

Incident Density Example



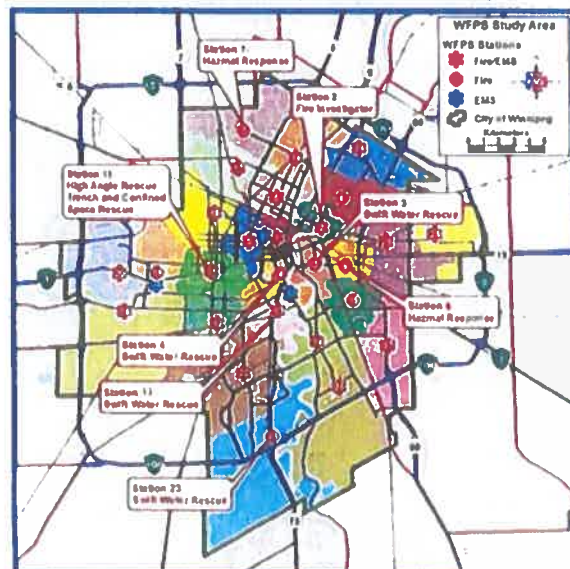
Travel Time Example



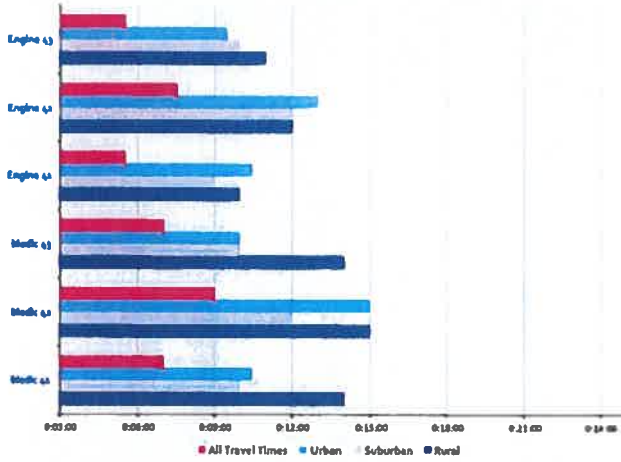
Study Area Example



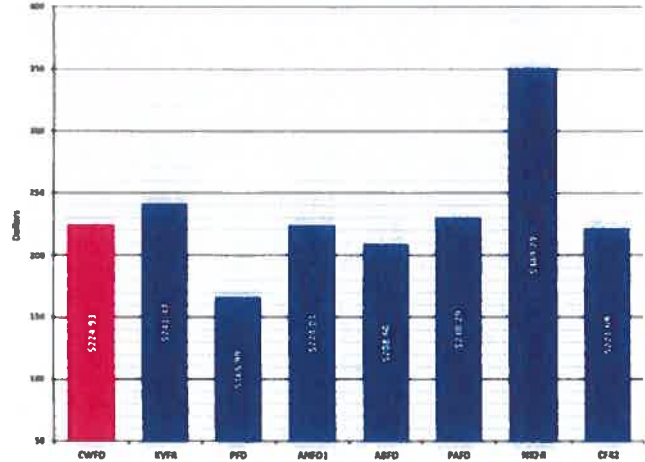
Special Incident Capabilities Example



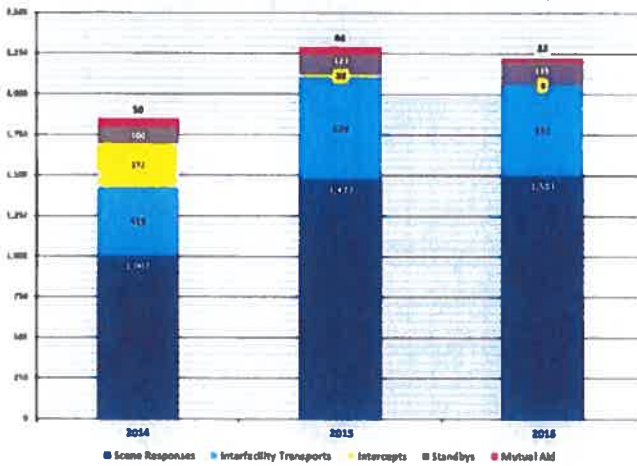
Travel-Time Chart Example



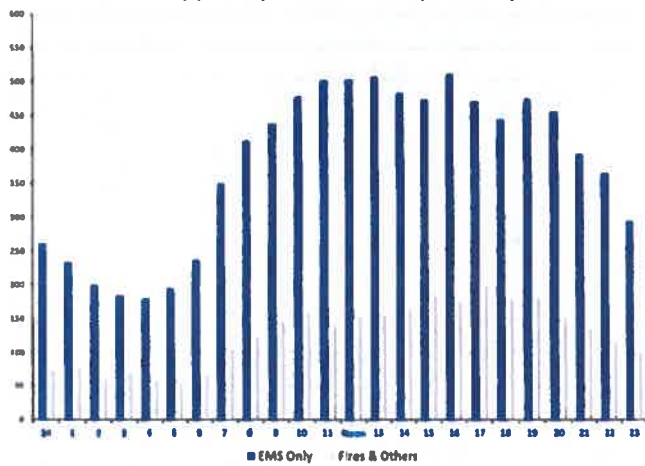
Cost Per-Capita Chart Example



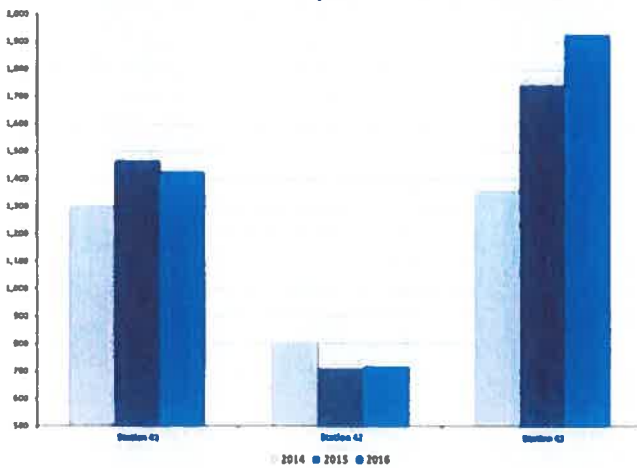
Medic Unit Incident Types Chart Example



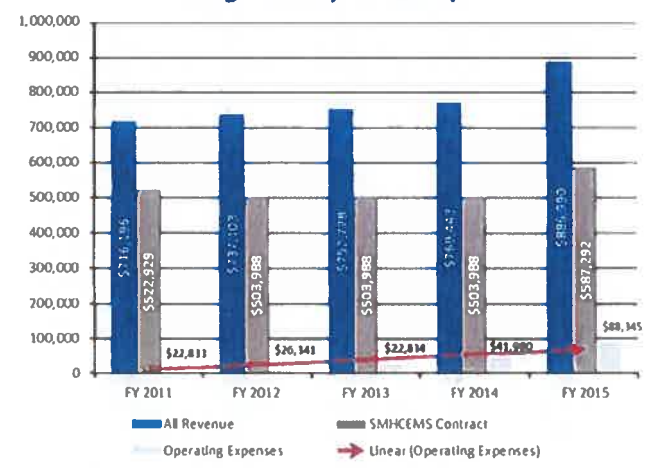
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example



Disclosures & Practices

Conflict of Interest Statement

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to the prior discussion of terms, conditions, pricing, or other offer parameters required by this solicitation. ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

Insurance & Litigation

ESCI is insured in excess of \$2,000,000. An example of the ESCI liability insurance certificate is included in this proposal. 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.

