

INTERLOCAL AGREEMENT RE: REGIONAL FIRE AUTHORITY STUDY

THIS AGREEMENT dated this 10th day of June, 2019, between the CITY OF WALLA WALLA, a Municipal Corporation of the State of Washington, hereinafter referred to as "Walla Walla," the CITY OF COLLEGE PLACE, a Municipal Corporation of the State of Washington, hereinafter referred to as "College Place," and WALLA WALLA COUNTY FIRE PROTECTION DISTRICT NO. 4, hereinafter referred to as "Fire Dist. No. 4,"

RECITALS

WHEREAS, Walla Walla is a municipal corporation operating under the provisions of Title 35A RCW; and

WHEREAS, College Place is a municipal corporation operating under the provisions of Title 35A RCW; and

WHEREAS, Fire Dist. No. 4 is a fire protection district operating under the provisions of Title 52 RCW; and

WHEREAS, the parties wish to explore the feasibility of creating a Regional Fire Protection Service Authority under Ch. 52.26; and

WHEREAS, the parties may enter into interlocal agreements to jointly exercise their powers pursuant to the Inter-Local Cooperation Act of Chapter 39.34 RCW; and

WHEREAS, the parties were presented with a proposal to conduct a cooperative services feasibility study (April 2019) by Emergency Services Consulting International, hereinafter referred to as ESCI; and

WHEREAS, ESCI is prepared to contract through Walla Walla to provide such services to the parties, and Walla Walla passed Walla Walla City Resolution 2019-60 (May 8, 2019) authorizing execution of a contract with ESCI; and

WHEREAS, ESCI has presented a Personal Services Contract that has been reviewed by the parties; and

WHEREAS, the parties have agreed to equally share the costs to be incurred preparing a feasibility study;

NOW, THEREFORE, IT IS AGREED BETWEEN BOTH PARTIES AS FOLLOWS:

1. SERVICES: Walla Walla will manage the personal services contract with ESCI and process ESCI's invoices for payment.

1.1 A copy of the proposed personal services contract with ESCI is attached hereto and incorporated by reference.

2. DURATION: The term of this agreement shall commence immediately upon execution by the parties and shall terminate upon receipt of a final cooperative services feasibility study from ESCI that is acceptable to the parties, but no later than December

31, 2020.

3. MANNER OF PAYMENT: The personal services contract with ESCI provides that ESCI will charge a sum not to exceed \$54,017 including expenses for its services. The contract provides that 10% is due at contract signing and monthly progress payments must be made within 30 days of the receipt of invoices from ESCI.

3.1 College Place and Fire Dist. No. 4 each agree to remit \$1,800.57 to Walla Walla within 30 days of Walla Walla's signing of a personal services contract with ESCI.

3.2 Walla Walla will timely provide copies of all ESCI invoices to both College Place and Fire Dist. No. 4;

3.3 College Place and Fire Dist. No. 4 each agree to remit 1/3 of the amount of each and every ESCI invoice to Walla Walla within 30 days after being provided a copy of the invoice by Walla Walla.

3.4 Walla Walla agrees to timely process and pay the invoices submitted by ESCI.

4. RELATIONSHIP OF THE PARTIES: Walla Walla in the performance of this agreement shall be an independent contractor, and its employees shall not be considered as employees, agents or representatives of the College Place or Fire Dist. No. 4.

4.1 Administration

The personal services contract with ESCI will be managed by Walla Walla; provided that any changes or modifications to the scope or amount of the contract with ESCI must be approved by the parties.

4.1.1 Any proposed changes or modifications to the scope or amount of the contract with ESCI shall be submitted to and considered by the Fire Chiefs of Walla Walla, College Place, and Fire Dist. No. 4 and may be approved by a majority vote of the Chiefs. The parties agree to be bound by changes and modifications approved in this manner, and disagreement by a party with an approved change or modification shall not relieve the party from timely paying its share of ESCI invoices under this agreement.

5. PROPERTY:

5.1 This agreement does not provide for the joint acquisition, holding, or disposal of real or personal property other than the cooperative services feasibility study prepared by ESCI.

5.2 The cooperative services feasibility study prepared by ESCI shall be jointly owned by Walla Walla, College Place, and Fire Dist. No. 4 and may be used by each in its own discretion.

6. FINANCING AND BUDGET

6.1 The budget for the ESCI personal services contract shall be established by Walla Walla in the manner provided by law.

6.2 The personal services contract with ESCI will be financed by each party timely paying 1/3 of the cost.

7. AMENDMENT: This agreement may be amended by the mutual written

agreement of the parties. Any amendments shall be signed by all parties and attached to this agreement.

8. DISCRIMINATION: The parties hereby agree to comply with all federal and state laws and regulations pertaining to equal opportunity employment and further agrees to comply with all federal and state laws and regulations pertaining to non-discrimination and the provision of services through this program and agrees to comply with the American Disabilities Act.

9. INDEMNIFICATION: Each party hereby agrees to indemnify and hold the other parties harmless from and against any and all loss, liability, and damage or other expenses, including reasonable attorney fees, arising out of any claims, demands, penalties, fines, taxes or any other damages incurred as a result of commissions and/or omissions of that party in the performance of its obligations under this agreement.

10. VENUE: It is hereby stipulated and agreed that all actions arising from the performance and/or interpretation of this agreement shall be subject to the venue and jurisdiction of the Walla Walla County Superior Court.

11. COUNTERPARTS: The parties agree that this agreement and any amendments or modifications hereto may be executed by the parties by signing counterpart copies.

12. ENTIRE CONTRACT: The parties agree that this agreement is the complete expression of terms which define the relationship between them. Any oral representations or understandings not incorporated herein are excluded.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day and year above written.

CITY OF WALLA WALLA



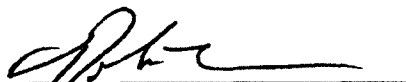
City Manager

Attest:



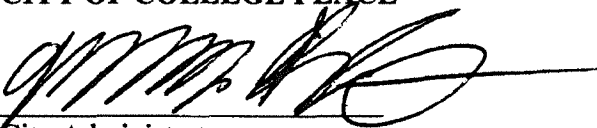
City Clerk

Approved:




City Attorney

CITY OF COLLEGE PLACE




City Administrator

Attest:



City Clerk

Approved:

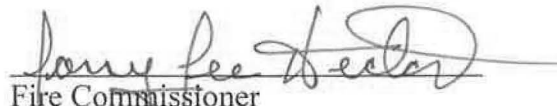


City Attorney

WALLA WALLA COUNTY FIRE PROTECTION DISTRICT 4


Board Chair


Fire Commissioner


Fire Commissioner

Date: 6/12/19

ATTEST:


District Secretary



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

PERSONAL SERVICES CONTRACT

This agreement made this 5th day of JUNE 2019, by and between the **City of Walla Walla** and **Emergency Services Consulting International** doing business as an Oregon corporation in Wilsonville, Oregon, hereinafter called **ESCI**.


WITNESSETH:

1. For and in consideration of the payment, agreements, and scope of work herein attached as **Attachment A** to be made and performed, Client and **ESCI** hereby agree to commence and complete the consultation, to provide the work described, and comply with the terms of the contract to conduct a **Cooperative Services Feasibility Study (Project)**.
2. **ESCI** will furnish labor, materials, and other services necessary to complete the **Project** for Client, and Client shall provide to **ESCI** the information, data, and assistance required as specified in the attached scope of work.
3. Fees: The Client shall pay **ESCI** a sum not to exceed **Fifty-Four Thousand Seventeen Dollars (\$54,017) including expenses**. Client shall pay **ESCI** according to the following schedule:
 - A. 10% due at contract signing
 - B. Monthly payments as work progresses
 - C. Payment shall be made within 30 days of receipt of invoice
4. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
5. The laws of Washington shall govern this agreement.
6. **ESCI** shall comply with all federal, state, and local laws applicable to the work under this agreement.
7. Termination. Client may terminate this agreement for any reason upon thirty (30) days written notice to **ESCI**. Payment for all work completed and expenses incurred up to the time of termination shall be due immediately upon termination by Client.
8. Amendment. This agreement may be amended by mutual written agreement of all parties.


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

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

City of Walla Walla

By:  Title: City Manager Date: 6/5/2019
Signature

Emergency Services Consulting International

By:  Title: Business Manager Date: 6-5-19
Signature



**Walla Walla Fire Department
Walla Walla County Fire District #4
College Place Fire Department
Walla Walla, Washington**

**Proposal to conduct a
COOPERATIVE SERVICES
FEASIBILITY STUDY**

April 2019



**Emergency Services
Consulting International**

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Project Understanding & Methodology

Project Understanding

Emergency Services Consulting International (ESCI) understands the leadership and elected officials of the City of Walla Walla, the Board of Fire Commissioners of Fire District #4, and the City of College Place desire to retain an independent consulting firm to conduct a study to determine the feasibility, cost-effectiveness, and efficiency of some form of consolidation of their respective fire-service organizations. The study would involve the potential “consolidation” of the Walla Walla Fire Department (WWFD), Walla Walla County Fire District #4 (WWCFD4), and the College Place Fire Department (CPFD).

This evaluation will include a number of components (described in detail under the Scope of Work) that will include a financial analysis; service-delivery analysis; growth projections; review of capital facilities and apparatus; staffing and personnel; and the organizational structures of each organization.

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.

Project Scope of Work

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

The proposed methods, procedures, and anticipated deliverable items of this project have been organized into phases. Each project phase is described in detail below and on the following pages.

Phase I—Project Initiation & Information Acquisition

Task I-A: Project Initiation

ESCI will work with representatives of WWFD, WWCFD⁴, and CPFD to gain a comprehensive understanding of the backgrounds, goals, and expectations for the project. ESCI's project manager will develop and refine a proposed work plan that will guide the project team. This work plan will be developed identifying:

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

This conversation will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task I-B: Acquisition & Review of Background Information

The fire departments and District will provide ESCI with pertinent information and data from each organization's assigned project manager or liaison. This data will be used extensively in the analysis and development of the report document. The documents and information relevant to this project will include, but not be limited to, the following from each:

- Local census and demographic data from Walla Walla County and the incorporated cities of Walla Walla and College Place
- Past or current studies or research from each organization
- Historical financial data, EMS levy revenue, budgets, including debt information, long-range financial plans and projections from each fire-service agency (2014–2018)
 - Historical patient billing and collection records (2014–2018), including payor mix, write-offs, contractual allowances, adjustments, refunds, and annual number of billable patient transports.
- Current assessed values of each jurisdiction and the most current property tax rates
- Standard Operating Guidelines (SOGs) and service-delivery and deployment practices
- Current service-delivery objectives and targets (if applicable) for each fire agency
- List of each of the fire agency's fire stations and any training center facilities; including their physical locations

- Each fire agency's apparatus and medic unit (ambulance) inventory and the fire station to which they are assigned
- Inventory of capital medical equipment (e.g., cardiac monitor/defibrillators; powered stretchers, etc.)
- Local collective bargaining agreements
- Organizational charts from each fire agency
- List of all management positions, administrative support staff positions, operations positions, including ranks and titles (not to include names of individuals)
 - Wages and benefits for each position rank and title (not to include names of individuals)
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data exported to an Excel® format (2014–2018)
 - Incident records to include locations by latitude/longitude (if available) and full address; timestamps to allow for calculation of response times, turnout times, call-processing times; and response-mode to scene
 - Ambulance transport and hospital turnaround times; including transport mode (lights & siren vs. no lights & siren) to hospital; number of patient refusals; and other data elements that may be requested
 - Patient records (without any identifying information and in accordance with HIPAA) that include EMS provider impression, level of care provided (ALS vs. BLS), and patient outcomes (if available)
 - Any other electronic records as may be useful for this project
- Computer-Aided Dispatch (CAD) incident records from WESCOM, exported to an Excel® spreadsheet format (2014–2018)
- Local Geographic Information Systems (GIS) data and shapefiles of each department and the Fire District; fire stations; and fire management zones (response zones)
- Other information and data as may be necessary for the successful completion of this project

Task I-C: Stakeholder Input & Field Work

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

- Elected and appointed officials from each city and the Fire District as deemed necessary
- Each Fire Chief and representatives of their respective command staffs
- Individuals responsible for finance and human resources at each organization
- Representative(s) of the IAFF local bargaining unit(s)
- Representative(s) Walla Walla Emergency Services Communications
- Select group of firefighters and company officers from each fire agency (may be completed through an online survey)
- Any other individuals as may be necessary for the successful completion of this study

Phase II—Baseline Assessment of the Fire Agencies

Task II-A: Organizations & System Overview

ESCI will provide a basic description of the various services and components of the Walla Walla Fire Department, Walla Walla County Fire District #4, and the College Place Fire Department. This will include, but not be limited to:

- Service areas populations and demographics
- General description of the fire agencies and the services provided
- Description of the current service-delivery infrastructure (i.e., emergency operations)
- Governance and lines of authority
- Organizational design
- Other system components related to fire protection, emergency medical services, and ground and air emergency medical transport

Task II-B: Management Components

Each fire agency's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives.
- Internal assessment of critical issues and future challenges.
- Review of current policies, procedures, and any Standard Operating Guidelines (SOG).
- Internal and external communications processes.

Task II-C: Staffing & Personnel

ESCI will review each fire agency's staffing levels. Areas to be considered include:

- Administration and support staffing levels
- Operational staffing levels
- Staff allocation to various functions and divisions
- Staff scheduling methodology
- Current standard of coverage and staffing performance for incidents
- Operations staff distribution
- Comparison between the Districts of current wages and benefits of career personnel
- Review and comparison of current labor agreements
- Utilization of career and volunteer companies
- Staff wages and benefits
- Responsibilities and activity levels of personnel
- Review and comparison of job descriptions and current ranks at all three fire agencies

Task II-D: Financial Review of the Fire Agencies

ESCI will review the existing financial status of each fire agency to include, but not limited to:

- Sources of recurring and non-recurring revenue, including property taxes and the Countywide EMS Levy revenue distribution
- Ambulance transport revenue, billing, and collection practices
- Existing revenue and projections for the next three to five years
- Cost for existing levels of service and projections for the next three to five years
- Any indirect costs, cost allocations, and contractual obligations
- Review of each fire agency's capital facilities and apparatus replacement and improvement plans

Task II-E: Capital Facilities & Apparatus

ESCI will review the status of current major capital assets (facilities, apparatus, and vehicles) and analyze needs relative to the existing condition of those assets. Observations will include:

Facilities—Tour and make observations of each fire station's efficiency and functionality. This will be a cursory evaluation, and will not involve an engineering or highly technical inspection of the facilities. Fire station locations will be reviewed in more detail in the section on "Service-Delivery & Performance."

- Design
- Construction
- Safety
- Code compliance
- Staff facilities
- Efficiency

Fire Apparatus & Ambulances—Review and make observations regarding the condition and inventory of each fire agency's apparatus, ambulances, and other relevant vehicles. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Safety features
- Maintenance

Task II-F: Service-Delivery & Performance

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

- **Demand Study**—
 - Analysis of current service-demand by incident type and temporal variation for each individual organization
 - Analysis and geographic display of current service-demand density within the overall study area
- **Distribution Study**—
 - Overview of the current facility and apparatus deployment strategy of each fire agency, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies. This distribution study will be conducted for the study area as a whole, with all existing facilities included in the analysis.

- **Concentration Study—**
 - 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 in the study area
- **Reliability Study—**
 - Analysis of current workload, including unit hour utilization (UHU) of individual companies and ambulances (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
- **Performance Summary—**
 - Analysis of actual system response time performance, analyzed by individual companies (to the extent data is available). Performance analysis will be conducted for each jurisdiction individually along with the study area as a whole.
- Mutual and automatic aid systems

Task II-G: Emergency Medical Transport Analysis

ESCI will review the various elements related to ground emergency medical transport (GEMT) provided each of the three fire agencies, and will include but not be limited to:

- Patient transport analysis, including destinations and interfacility transports
- Temporal analysis of medic unit (ambulance) calls and transports; frequency of patient refusals
- xx

Task II-H: Support Programs

ESCI will review the current collaborative processes and methods of the fire agencies with the various support programs, to include but not be limited to:

Training

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

Life Safety Services (Fire Prevention)

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

Communications

- Alarm systems and communications infrastructure
- PSAP and Walla Walla Emergency Services Communications (WESCOM) capabilities and methods
- Dispatch center staffing

Technical Rescue & Special Operations Capabilities

Evaluate the agencies' capabilities regarding technical rescue incident response to include, but not limited to, the following:

- Review of physical and personnel resources
- Review of training and educational compliance
- Review of historical staffing performance regarding technical rescue and special operations responses

Phase III—Future Opportunities for Cooperative Efforts

ESCI will use the completed baseline assessment of each fire agency to identify opportunities and feasibility for cooperative efforts. The project team will identify areas of duplication that can be reduced through consolidation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire-service consolidation efforts.

Items in this section of the report include but are not limited to the areas listed below. The detailed information will provide department heads and elected officials with the information necessary to make important decisions regarding emergency services consolidation. Included are:

Task III-A: Options for Cooperative Services

ESCI will review the various options for cooperative services, including the advantages and disadvantages of each. The following options will be evaluated and discussed:

- Each district remains autonomous (status quo)
- Contract for services
- Legal integration/annexation options
- Any other valid options identified during the study

Task III-B: Recommended Options for Cooperative Services

The study takes into account the many shared issues that face each of the fire agencies, and how such matters affect the effort to construct a regional organization for efficient service. Following the comprehensive analysis and review of the options described in Task III-A above, ESCI will provide the following:

- Recommended option(s)
- Organizational structure, if applicable
- Operations and deployment
- Staffing and personnel methods and scheduling
- Any impact on fire station facility locations and staffing capacity
- Any other issues related to the recommended option(s)

Task III-C: Financial Impact

ESCI will identify and evaluate the financial impact of each of the recommended options for each of the cities and the Fire District, to include, but not limited to:

- Short-term, mid-term and long term financial projections of the recommended option(s)
- Funding and cost-sharing between the jurisdictions

Task III-D: General Findings & Recommendations

During the study, ESCI may identify other areas or issues that warrant evaluation and recommendations for improvement. If so, they will be addressed in this section or other areas of the report.

Phase IV—Delivery & Presentation of Final Report**Task IV-A: Development & Review of Draft Project Report**

ESCI will develop and produce an electronic copy of the project report for review by WWFD, WWCFD₄, and CPFD representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

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

Task IV-B: Delivery & Presentation of Final Project Report

ESCI will complete any necessary revisions of the draft and produce fifteen (15) copies of the bound, final version of the written report, along with an electronic version in PDF file format.

A formal presentation of the project report will be made by ESCI Project Manager to the fire agencies, elected and appointed officials, and any others as deemed necessary by the fire agency representatives. The presentation will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audiovisual 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 jurisdictions at the conclusion of the presentation(s)

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	2	3	4	5	6
Phase I: Project Initiation						
Phase II: Baseline Assessment of the Fire Agencies						
Phase III: Future Opportunities for Cooperative Efforts						
Phase IV: 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. This is a discounted fee based on ESCI's GPO pricing, and is inclusive of all expenses.

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation	\$10,557	\$3,420	\$13,977
Phase II: Baseline Assessment of the Fire Agencies	\$24,365	\$0	\$24,365
Phase III: Future Opportunities for Cooperative Efforts	\$8,189	\$0	\$8,189
Phase IV: Review & Delivery of Report	\$5,986	\$1,500	\$7,486
Total Cost for Project (not to exceed):			\$54,017

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
John Stouffer, Project Manager	General project management; Tasks I-A through I-C; Tasks II-A, E, & G; Tasks III-A, B, & D; Tasks IV-A & B
Gary Aleshire	Task II-E, Apparatus & Ambulances; Task II-H, Training & Life Safety; Technical Rescue & Special Operations; general input on recommendations
Bill Boyd	Tasks II-B & C; Task II-H, Communications; general input on recommendations
James Angle	Tasks II-F & G; general input on recommendations
Brian Stewart	Task II-G; Task II-C
Matt Krok	All GIS analyses & maps

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.

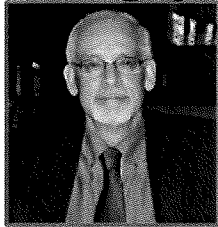
Employment Practices

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

John A. Stouffer

Western Regional Manager/Project Manager



Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Project Manager/Associate Consultant, Emergency Services Consulting International
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

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

Gary Lee Aleshire, Jr.

Associate Consultant



Summary of Qualifications

Gary Aleshire completed a 32-year career in the fire service; most notably as Assistant Fire Chief for Snohomish County Fire District 1 located north of Seattle, and twenty-five years at Lakewood Fire District 2 in south Pierce County, Washington. Gary served over ten years as a board member of the Western Division of the International Association of Fire Chiefs. Gary has an extensive background in emergency medical services and progressive leadership experience in public and private organizations.

Chief Aleshire contributes a strong background of organizational assessment skills, in part through his 12 years of Team Leader/Peer Assessor experience with the Center for Public Safety Excellence international accreditation program. In addition, Gary assists public safety agencies across the nation as a subject matter expert and technical writing of agency specific policies and procedures utilizing a dynamic technology platform.

Gary implemented an employee performance appraisal system and developed an organizational leadership program to realign the culture of merged fire service entities. Gary continues to refine concepts that blend traditional fire and business theory that inspire change management initiatives for the next generation of organizational service excellence.

Professional Experience

- Professional Services Representative/SME, Lexipol 2010-current
- Professional Consultant/Owner, Future Values LLC 2010-2018
- Assistant Fire Chief, Snohomish County Fire District 1 2005-2010
- Division Chief-EMS, Lakewood Fire District 2 1999-2005
- Firefighter/Paramedic, Lakewood Fire District 2 1980-1999

Educational Background & Certifications

- Masters of Business Administration, University of Washington
- Bachelor Degree, University of Washington

Associated Professional Accomplishments

- Professional Consultant/SME, Lexipol
- Contract Consultant, Kitsap County EMS
- Strategic Consultant, EF Recovery
- Contract negotiator-multiple contracts
- Project manager for multiple capital building projects –new and remodel
- Team Leader/Peer Assessor, CPSE Center for Accreditation International 2005-2017
- Legislative Lobbyist, State and National Congress

Relevant Experience

- Board Member, Plaza Resort and Spa 2018-current
- Board President/Member, LASA Non-Profit Homeless Shelter 2010-2017
- President/Board Member, IAFF Western Division 1999-2010
- Board Member, Washington State Fire Chiefs Association 1999-2005
- EMS Division Chair/Division Member, Washington State Fire Chiefs Assoc. 1985-1999

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

William Boyd

Senior Associate/Project Manager



Summary of Qualifications

Chief Boyd is a retired Fire Chief from the Bellingham Fire Department. He retired in 2012 after 29 years of progressive service to the citizens of Bellingham and Whatcom County. During his tenure, he served as a firefighter, firefighter paramedic, paramedic supervisor, fire captain/paramedic, assistant fire chief, and fire chief for the last nine years of his career. During this time, he served as incident commander on several major fires and disasters, including the 1999 Whatcom Creek Explosion. He also led the department through the 2008-2010 "great recession", collaborating with the department bargaining units in making strategic reductions and service delivery changes to meet budget reduction targets without reducing service delivery. He also consulted and lectured for the Department of Homeland Security, and served as a charter member of the DHS Virtual Social Media Working Group, providing guidance and training on integrating social media tools in crisis communications/incident command. After his retirement, Chief Boyd entered the private sector as a regional safety coordinator for a national industrial cleaning company, overseeing and managing safety and compliance programs across four states. He now uses his broad experience in providing business continuity, strategic planning, and management consulting services for private companies and public agencies.

Professional Experience

- 1983-1985—Firefighter, Bellingham Fire Department
- 1985-2002—Washington State Paramedic Certification
- 1985-1990—Firefighter/Paramedic, Bellingham Fire Department/Whatcom Medic One
- 1990-1996—EMS Supervisor, Bellingham Fire Department/Whatcom Medic One
- 1997-1999—Fire Captain/Paramedic/Public Information Officer, Bellingham Fire Department
- 1999-2003—Assistant Fire Chief, Bellingham Fire Department
- 2003-2012—Fire Chief, Bellingham Fire Department

Educational Background & Certifications

- 1982 Bachelor of Arts, Political Science, Western Washington University, Bellingham, Washington
- 2004 Executive Fire Officer Designation, U.S. Fire Administration National Fire Academy

Associated Professional Accomplishments

- Incident Commander, Northwest Incident Management Team (FEMA Type III All Hazards Team)
- Member—Department of Homeland Security Virtual Social Media Working Group (VSMWG)
- Created the City of Bellingham Office of Emergency Management
- Board member, Washington State Critical Incident Stress Management Board
- President—Whatcom County Fire Chiefs Association
- Author and lecturer on social media crisis communication tools and strategies
- Executive Board Member, IAFF Local 106
- Paramedic instructor/lecturer

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

James Angle MBA, B.S., EFO, CFO, MIFireE
Associate Consultant



Experience in Data Collection and Analysis, evaluation of processes, planning skills, presentation skills, very familiar with computers and software for publishing and data analysis, research and evaluation of applicable standards regulations and best practices as they apply to organizational programs. Specific experience and expertise related to the governance and operation of special fire districts. Working in a team environment requiring strong collaboration and communication skills. Critical thinking and problem solving are strengths.

Educational Background & Certifications

- Master's Degree in Business Administration - Nova University
- Bachelor of Science Degree in Fire Science and Safety Engineering – University of Cincinnati
- Executive Fire Officer
- Chief Fire Officer Designate
- Institute of Fire Engineers, US Branch – Member Grade

Professional Experience

- Fire Commissioner - Palm Harbor Special Fire Control and Rescue District
- Program Director (Retired) - St. Petersburg College, Fire and Public Safety Training Center
- Fire Chief (Retired) - Palm Harbor Special Fire Control and Rescue District
- Battalion Fire Chief - South Trail Special Fire Control and Rescue District
- Fire Department Training/Safety Officer - South Trail Special Fire Control and Rescue District

Associated Professional Accomplishments

- Author, Occupational Safety and Health in the Emergency Services 4th Edition Textbook, Jones and Bartlett Publishers
- Co-Author – Firefighting Strategies and Tactics 3rd Edition Textbook, Jones and Bartlett Publishers
- Served as President and as the Executive Director of the Florida Association of Special Districts
- Florida Fire Chief's Fire Chief of the Year 2010
- Palm Harbor Chamber's Palm Harbor Citizen of the Year 2012
- Awarded the Paul Harris Fellow by the Palm Harbor Rotary

Note: Mr. Angle's complete CV is available upon request

Brian Stewart, CFO
Associate Consultant**Summary of Qualifications**

Brian Stewart began his fire and emergency medical services in the San Francisco Bay Area in 1999. In 2007, he relocated to the Pacific Northwest. Chief Stewart has served through the ranks as a firefighter/paramedic to fire chief. As fire chief, he navigated Boring Fire District #59 into a full contract-for-service with his current agency, Clackamas Fire District #1. Chief Stewart serves as a shift battalion chief and is responsible for the district's hazardous materials team.

Chief Stewart has extensive executive and managerial experience including strategic planning, organizational development, risk assessment, standard of cover, and program evaluation and restructuring. He has received his Chief Fire Officer designation from the Commission on Professional Credentialing. His operational experience ranges from dense urban to rural to wildland-urban interface. In addition to strong skills in operations and administration, Chief Stewart has extensive experience in fire and EMS training having served as a program director, training officer, and training chief. He has also served as his organization's assistant fire marshal leading the fire prevention division.

Educational Background

- Golden Gate University, Masters of Public Administration, Magna Cum Laude, San Francisco, CA
- Willamette University, Certificate in Budgeting and Financial Management, Salem, OR
- Portland State University, Certificate in Project Management, Portland, OR
- Grand Canyon University, Graduate studies, Executive Fire Service Leadership, Phoenix, AZ
- Cogswell College, Bachelor of Science, Fire Science, Sunnyvale, CA
- Extensive and ongoing training in all operational and executive aspects of the fire service

Professional Experience

- Battalion Chief, Clackamas Fire District #1, Oregon with assignments as District Safety Officer, Assistant Fire Marshal, and Hazardous Materials Chief
- Fire Chief, Boring Fire District #59, Oregon (Boring annexed into Clackamas Fire District #1)
- Assistant Chief, SE Thurston Fire Authority, Washington
- Captain, Clark County Fire & Rescue, Washington
- Firefighter/Paramedic, City of Newark, California
- Firefighter/Paramedic, City and County of San Francisco, California
- Paramedic and EMT, American Medical Response (Alameda County), California

Relevant Experience

- Oregon Safety and Health Section, director and prior president, 2015 - present
- Oregon Fire Chiefs Association, ex officio member, 2016 - 2017
- Vice-President, IAFF Local 3674, 2009 - 2010
- Fire Academy Coordinator, Clark College, 2009 - 2010
- EMT Program Coordinator, Chabot College, 2004 - 2007

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

Matthew J. Krok
Associate Consultant



Summary of Qualifications

Matthew Krok has over 15 years of experience supporting public sector GIS and mapping applications and products. For nine of those years Matthew provided direct GIS and mapping support the Fire, Police, and Emergency Management departments of the City of Henderson, Nevada. Matthew has also served several Board positions with the Nevada Geographic Information Society and the Nevada Geographic Information Foundation, including serving as the President of NGIS for several terms.

Since 2015, Matthew Krok, along with his partners, has been providing contract GIS services through their consulting company EMgis Partners. Since 2018, EMgis Partners has had a successful relationship with ESCI to supplement their project with sound mapping support.

Educational Background & Certifications

- Current GISP, since 2009.
- Current MPA student (4.0 GPA), Arkansas Statue University, Jonesboro, AR
- 21 hours of Masters coursework completed in planning , Rutgers and UNLV
- Rutgers University, BA in Geography with Honors, New Brunswick, NJ

Professional Experience

- Partner, EMgis Partners LLC, Lakeland, FL, 2015-current
- Systems Analyst – GIS, City of Lakeland, FL, 2015 – current
- Senior GIS Analyst – City of Henderson, NV Fire Department, 2013-2015
- System Support Analyst - GIS, City of Henderson, NV Public Safety, 2007-20013
- Engineering Design Tech – GIS, City of Henderson, NV, 2006-2007
- GIS Scientist, ASGECI Environmental, Flermington, NJ, 2004-2006
- Over 15 years experience in public and private sector GIS.

Associated Professional Accomplishments

- Current Vice-Chair – Polk County, FL GIS Users Group
- Current Geomenter for Resurrection Catholic School, Lakeland, FL
- Past Board member of the Nevada Geographic Information Foundation
- Past multi-year President of the Nevada Geographic Information Foundation

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
EMS Analysis & Ambulance Service			
Emergency Medical Services Study	Catawba County EMS	NC	2018
Emergency Services Operations Analysis	Strathcona County Emergency Services	Canada	2017
EMS Agency & System Analysis	River Falls EMS	WI	2017
Ambulance RFP & Contract	North Hays ESD #1	TX	2016
Emergency Medical Services Master Plan	North Hays ESD #1	TX	2015
EMS Master Plan	Florence County EMS	SC	2013
Cooperative Services & Consolidations			
EMS System Analysis & Ambulance Merger	Summit County EMS	CO	2018
Ambulance Merger with Fire Department	Wasatch County Fire Rescue	UT	2018
Regional Fire Authority Feasibility Study	South Beach Fire & Rescue	WA	2015
Evaluation & Cooperative Efforts Study	Rifle Fire Protection District	CO	2015
Standards of Cover & Combined Master/Strategic Plans			
Strategic Plan & Facility Placement Plan	Western Lane Ambulance District	OR	2016
Standards of Cover/Strategic Plan	Santa Rosa Fire Department	CA	2016
Strategic Plans & Fire/EMS Master Plans			
Customer-Centered Strategic Plan	Snoqualmie Fire Department	WA	2017
Customer-Centered Strategic Plan	Douglas County Fire District #2	OR	2017
Strategic Plan	Western Lane Ambulance District	OR	2016
Agency Evaluations			
Fire Department Evaluation	Skamania County Fire District #4	WA	2015
Fire Department Options Analysis	Hemet Fire Department	CA	2015
Agency Evaluation	Polson Fire District	MT	2014
Station Location Studies			
Fire & Police Stations Location	Sioux Falls Fire & Police	IA	2018
Standards of Cover & Fire Station Analysis	Carrollton Fire Rescue	TX	2018
Station Location Analysis	American Fork Fire Department	UT	2017
Miscellaneous Studies			
Fire Department Staffing Study	Indianola Fire Department	IA	2018
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.

South Beach Fire & Rescue (Washington)			
Project:	RFA Feasibility Study	Contact:	Art Cole
Project Manager:	Don Bivins	Title:	Fire Chief
Population:	7,000	Phone:	360.268.9832
Completed:	November 2015	Email:	art-kaye@comcast.net
Project Description: Westport FD (WFD), Grays Harbor FD #3 (GHFD#3), Grays Harbor FD #11 (GHFD#11), Grays Harbor FD #14 (GHFD#14), Pacific FD #5 (PFD#5), and South Beach Ambulance (SBA) contracted with ESCI to study the feasibility of all of the agencies combining as a regional fire authority. The six agencies have separately experienced significant reductions in assessed valuation and thus, have had to increase their revenues and try to manage their costs. After analysis, it was evident that all six agencies are significantly interdependent, with none of the agencies able to manage a single house fire without significant assistance from the other agencies. Further, they inadvertently competed against each other for new volunteer candidates. ESCI determined that combining was feasible economically and operationally as either a regional fire authority or through a two-phased process that starts with annexation of Westport by GHFD#3, then the district merging with the other districts. ESCI recommended the agencies pursue formation of an RFA. The agencies received voter support and combined as an RFA on October 1, 2017.			

Northshore Fire Department (Washington)			
Project:	Partnership Alternatives	Contact:	Jim Torpin
Project Manager:	Don Bivins	Title:	Fire Chief
Population:	22,000	Phone:	425.354.1780
Completed:	June 2012	Email:	jtorpin@northshorefire.com
Project Description: Emergency Services Consulting International (ESCI) was commissioned to conduct the survey as a means to assist elected officials and others in evaluating partnership alternatives, specifically in the areas of fiscal, deployment and governance options. The study evaluated the various partnership options available to Northshore with its neighboring agencies. While none of the neighboring agencies were parties to the study, each cooperated in sharing information and agreed to be interviewed and discuss possibilities. The study also provided a detailed assessment of Northshore's management, assets, operations, and service delivery. Many recommendations were designed to improve the efficiency and service of the fire department as it existed independently. ESCI assessed the partnership advantages and disadvantages for each potential collaboration. The district later hired ESCI to facilitate a follow-on study to determine if an RFA could/should be formed that includes Bothell, Woodinville, and Snohomish County Fire District #10.			

Bothell, Northshore, Snohomish #10, Woodinville RFA (Washington)**Project:** RFA Feasibility Study**Project Manager:** Don Bivins**Population:** 121,366**Completed:** March, 2015**Contact:** Jim Torpin, Northshore Fire District**Title:** Fire Chief**Phone:** 425.354.1780**Email:** jtorpin@northshorefire.com**Project Description:**

The four agencies contracted with ESCI to evaluate the potential of forming a Regional Fire Authority in accordance to RCW 52.26. The project was made more complex by virtue of the fact that Snohomish #10 was across the county line from the other agencies, which were in King County. While the statute provides for RFAs to be formed across county lines, the taxing structure is different between the two counties, and the EMS protocols are affected differently. Nonetheless, the study demonstrated that an RFA would be significantly beneficial for some of the organizations (not harmful to the others) operationally from a service delivery standpoint. However, it was only marginally beneficial financially to three of the organizations, while slightly disadvantageous to one party with a slight tax rate hike in the first year. After the first year all parties see a decline in overall tax rate over a seven-year horizon with a given set of assumptions that are listed in the report.

This presumed all capital assets were transferred to the RFA, the existing bond at Northshore is restructured to spread across the entire base, and all dedicated reserves are transferred to the RFA (in Bothell's case, substantial deferred maintenance of facilities would be reconciled prior to transfer to the RFA). Bothell opted to retain ownership of the property their headquarters sat on for future city benefit at the point in time the building ceased to operate as a fire station. The parties negotiated for several months over these contentious issues.

In the end, the parties failed to achieve agreement on the Bothell property ownership issue and the amount of reserves Bothell would transfer to the RFA (their reserves were not earmarked). Northshore withdrew from the talks, indicating that trust had eroded with Bothell as a key partner. With Northshore withdrawing, the remaining parties set aside the report and opted to continue operation as independent agencies.

Lakeside, Pinetop, & Show Low (Arizona)

Project:	Collaborative Efforts Feasibility	Contact:	Bryan Savage
Project Manager:	Don Bivins	Title:	Fire Chief
Population:	97,000	Phone:	928-537-5100
Completed:	June, 2014	Email:	bsavage@timbermesafire.org

Project Description: Lakeside Fire District (LSFD), Pinetop Fire District (PFD), and Show Low Fire District (SLFD) contracted with ESCI to study the feasibility of the three agencies combining in some fashion. The three agencies have separately experienced significant reductions in assessed valuation and thus, have been losing revenue significantly. After analysis, it was evident that all three agencies have used vastly different methods to survive the economic downturn. Yet, combining was feasible economically and operationally. SLFD and PFD were both operating under interim fire chief guidance with the loss of their fire chief's, making this an opportune time to evaluate combining.

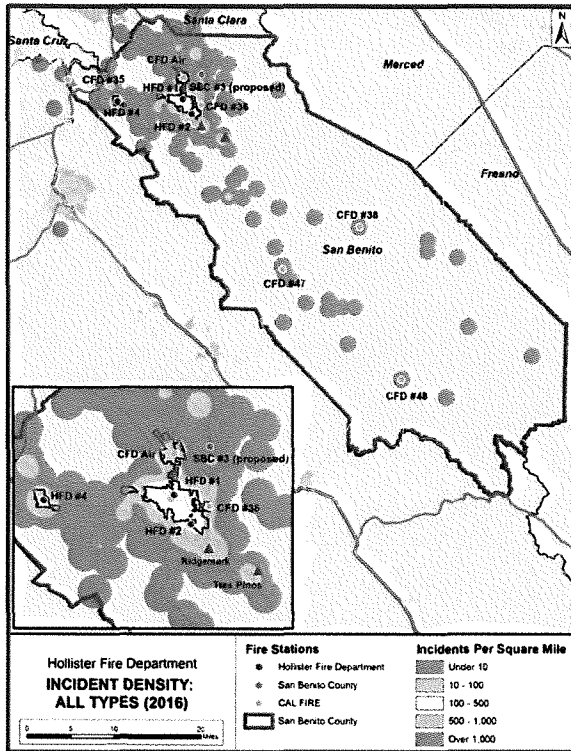
It became clear that LSFD and SLFD was not waiting for the study to conclude, developing collaborative strategies including shared staffing of a station, shared administrative teams, and closer working relationships. The project team felt the three agencies may not move forward together, so evaluated what pairings would work if two of the three agencies wanted to combine. ESCI found that all of the pairing options were also feasible and recommended that all three agencies merge. Failing that, any two of the three agencies could also merge and develop an efficient and effective service delivery model. Before the project concluded, a neighboring jurisdiction, Linden, asked to be included in the evaluation. While ESCI determined that it would slow the progress of the study to insert Linden into the existing study, it was possible to analyze Linden in a separate but parallel study to determine feasibility of Linden being combined with the three agencies.

Pinetop opted to defer a decision to combine until a fire chief was selected for their agency, thereby guiding the district in a future direction. Lakeside and Show Low opted to move forward without Pinetop, but keep the door open for them to join at a later date. ESCI determined that Linden could indeed combine with all three or with the remaining two agencies, and recommended that all willing partners merge. ESCI gave the final presentation of the findings and recommendations in June, 2014. Lakeside, Show Low, and Linden moved forward with a merger initiative, and the three agencies received approval and merged on September 19th, 2014.

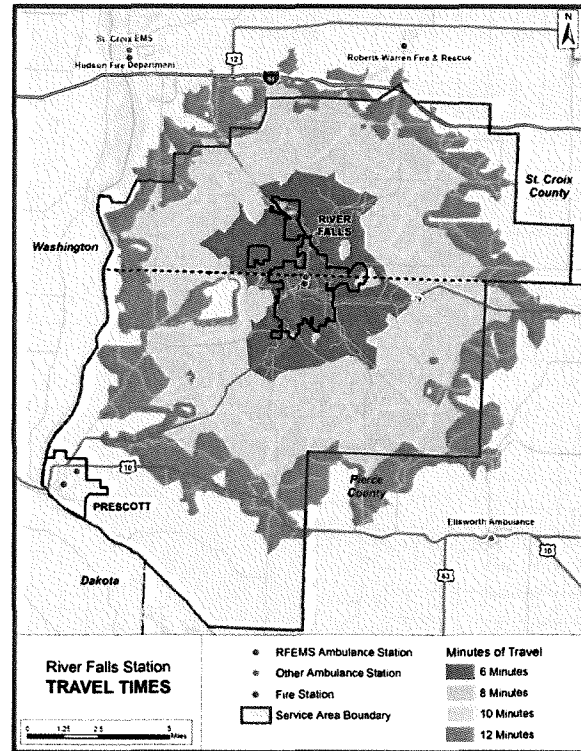
Appendix D: ESCI Examples of GIS Maps & Images

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

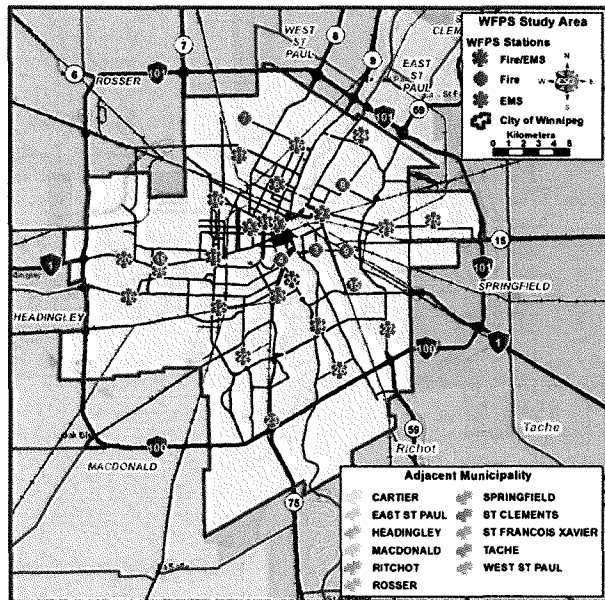
Incident Density Example



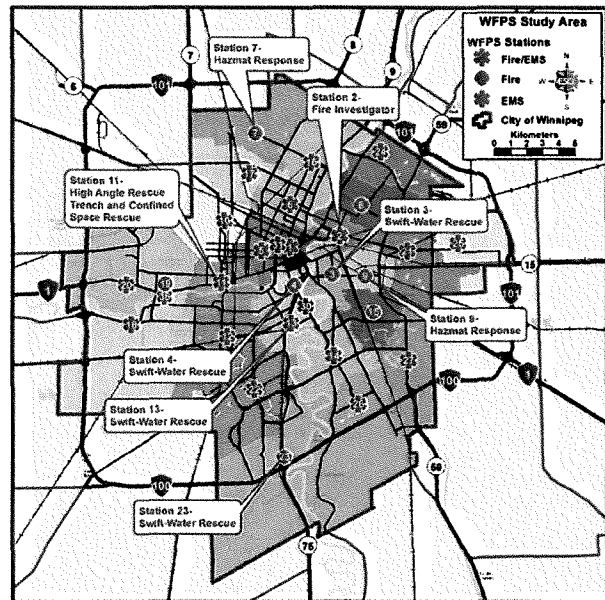
Travel Time Example



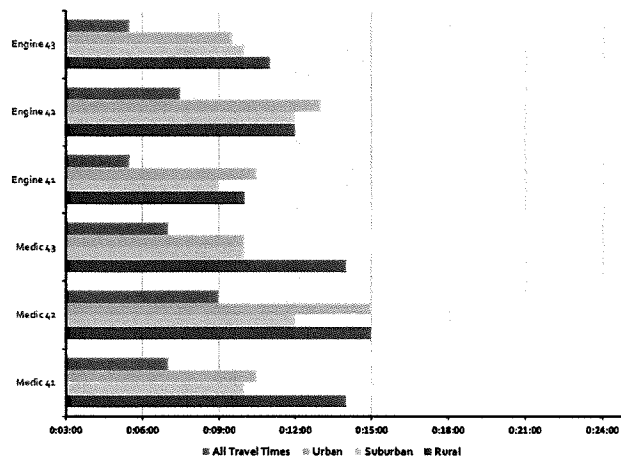
Study Area Example



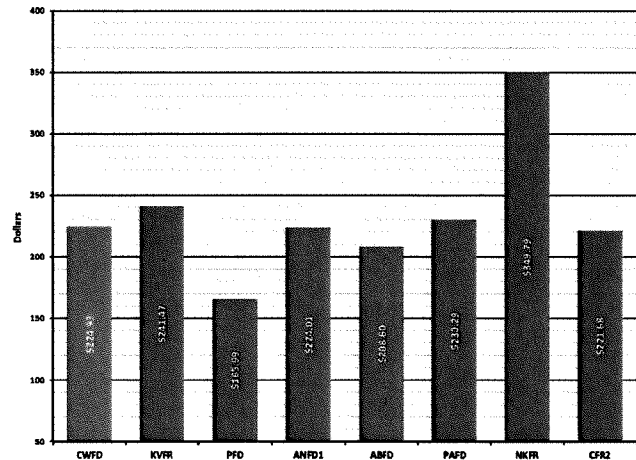
Special Incident Capabilities Example



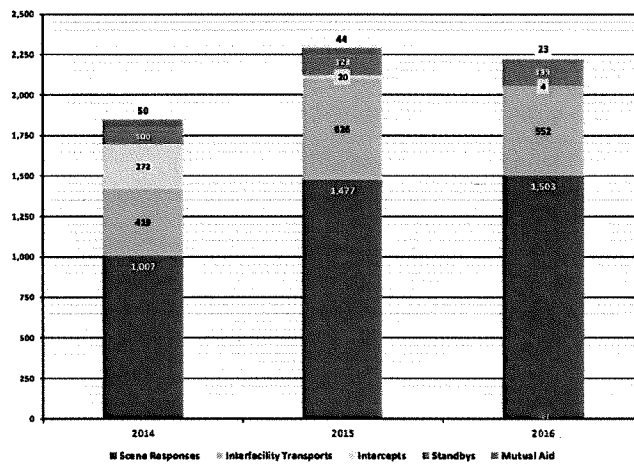
Travel-Time Chart Example



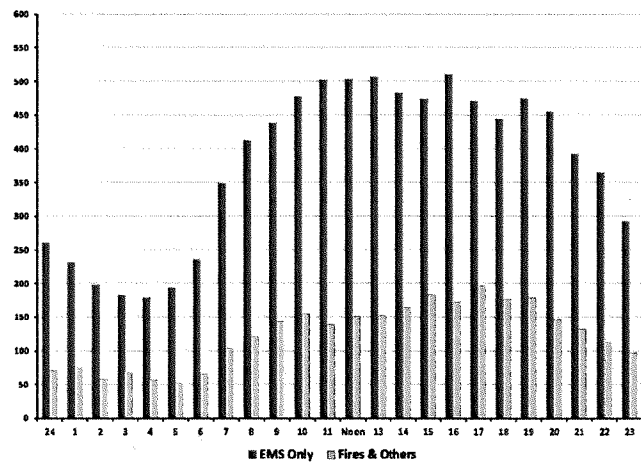
Cost Per-Capita Chart Example



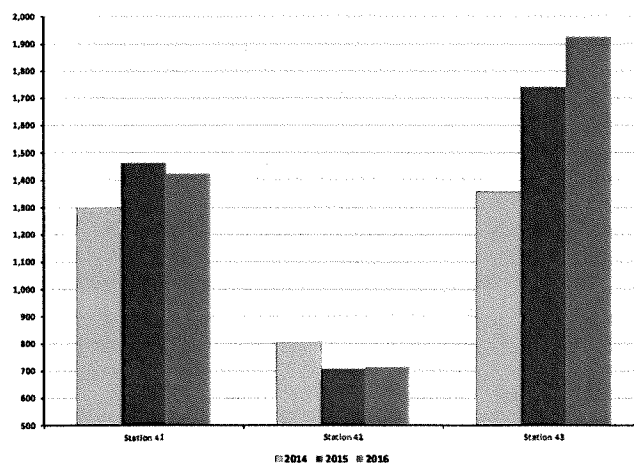
Medic Unit Incident Types Chart Example



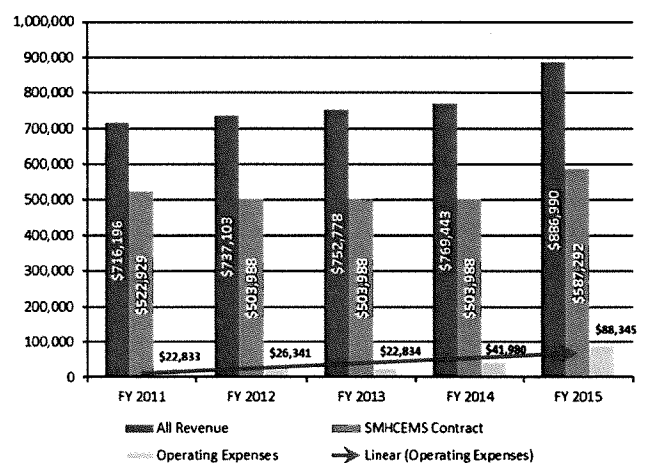
Call Types by Hour-of-Day Example




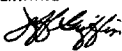
Service-Demand by Fire Station & Year



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).						
PRODUCER Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421			CONTACT NAME: Christie Montero PHONE (A/C, No, Ext): 541-284-5855 FAX (A/C, No): 541-342-3786 E-MAIL: cmontero@whainsurance.com ADDRESS: cmontero@whainsurance.com PRODUCER CUSTOMER ID #: 22934			
INSURED Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070			INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Ins Co INSURER B: SAIF Corporation INSURER C: INSURER D: INSURER E: INSURER F:		NAIC # 36196	
COVERAGES						
CERTIFICATE NUMBER: 1104766079			REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY		PHSD1110576	1/1/2016	1/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 \$
	<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					
A	AUTOMOBILE LIABILITY		PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per persn) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS					
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000		PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input checked="" type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability		PHSD1110578	1/1/2016	1/1/2017	Each Claim 2,000,000 Annual Aggregate 2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) *Umbrella coverage does not apply to Professional Liability* Fire Protection and Paramedic Services Strategic Plan						
CERTIFICATE HOLDER City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 		

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