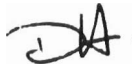


TO: James L. App
City Manager

FROM: Douglas R. Hamp 
Chief of Emergency Services

SUBJECT: Selection of Consultant for Emergency Services Department Study

DATE: October 19, 1999

NEEDS: For the Paso Robles City Council to identify a consultant for evaluation of future fire and life safety service delivery systems

FACTS:

- 1) During the 1999-2000 budget process, the City Council authorized an analysis of future fire and life safety service delivery options for the next 20 years (a planning horizon of 2020).
- 2) A committee consisting of the City Manager, two City Council Members, and the Directors of Administrative Services, Community Development, Police and Emergency Services reviewed proposals and interviewed the two consulting firms that responded to the Request for Proposals.
- 3) Consultants were asked to address a full range of needs including: review of current responsibilities; anticipated future obligations in fire protection; basic life support and paramedic services; business fire inspections; code enforcement (including nuisance abatement, weed abatement, and blight elimination); public education on disaster preparedness, response and recovery; clerical/office support (including data systems entry and maintenance); training for career and volunteer staff; equipment and facility maintenance; and mutual aid responses.
- 4) For each identified service, the consultant will identify alternate service delivery options such as: volunteer or paid career firefighter force, public safety department, private providers, other agency service contracts and/or any combination of the above.
- 5) Also to be included in the study are facilities; equipment; the cost, benefits and drawbacks of each option; and opportunities for cost recovery and revenue. The consultant will provide two or three recommended service delivery scenarios (with a comparative cost/benefits analysis).

ANALYSIS AND CONCLUSION:

Two firms were identified as being qualified to conduct the analysis.

1) DMG Maximus based in Burlingame, California. DMG will dedicate 236 hours to the project.

Mr. John Heiss, who oversees management studies, possesses 25 years of extensive experience working with local government in fire and medical service studies, mergers, consolidations, master planning and the like.

Mr. Matt Dhillon has been with DMG Maximus for more than 8 years, of which the last 4 years have been conducting analyses on fire and emergency medical services. Mr. Dhillon would serve as Project Manager.

Reference checks provided by three outside agencies rate their overall satisfaction with DMG Maximus as: 8, 1 and 5. (10 is excellent, 1 is unsatisfactory)

2) Emergency Services Consulting Group based in Wilsonville, Oregon.
This firm will dedicate 548 hours to the project.

This firm provides over 20 years of evaluation and consulting experience to local governments in fire, emergency medical services and law enforcement.

Dr. Mike Swanson will focus on organizational finance. Mr. Swanson has served as Deputy County Attorney, Planning Director, Fire Chief, Finance Director, Budgeting Officer and Public Works Director. He has additional experience in public financing, organizational analysis and emergency communications.

Jerry Freshour is a project analyst focusing on organizational and training issues. Mr. Freshour has 27 years in emergency services. His experience ranges from strategic planning to standards development to department evaluations and executive searches.

Mr. Joseph Parrott, Senior Consultant and Project Supervisor, will focus on performance measurements, target programs and triggers that cause potential programs to become reality. Mr. Parrott is experienced in fire district evaluations and strategic planning, and has over 22 years in fire and emergency services, 16 years as Fire Chief.

Mr. Bob Stevens, as a project member, will evaluate financial data and statistical information on current and future workloads. Recent experiences include an analysis for Gresham, Oregon's Community Fire and Police Department Management Services.

Reference checks provided by three outside agencies rate their overall satisfaction with Emergency Services Consulting Group as: 9, 7 and 8. (10 is excellent, 1 is unsatisfactory)

The Consultant Selection Committee could not reach consensus for a preferred provider. Both firms appeared qualified either on the basis of their client experience or actual professional field experience. Lacking substantive quantifiable distinction between the two, the Committee requested the Chief of Emergency Services complete reference checks. It was hoped that the reference check input would aid in differentiating one firm from another.

**POLICY
REFERENCE:**

NONE.

**FISCAL
IMPACT:**

Emergency Services Consulting Group, 548 hours / \$40,000
DMG Maximus, 236 hours / \$34,000

OPTIONS:

- A. Select a consultant and authorize the City Manager to negotiate and execute a professional services contract to complete the requested study.
- B. Amend, modify or reject the above option.

Consulting Firms Originally Solicited for Department Study

Company	Address1	City	State	Proposal Submitted
1) Andersen Consulting	1 Market St., Suite 3700	San Francisco	CA	
2) Booz, Allen & Hamilton Consulting Services	101 California Street, Suite 3300	San Francisco	CA	
3) David M. Griffith & Associates (DMG Maximus)	617 North Casa Blanca	Fullerton	CA	✓
4) Emergency Services Consulting Group	3565 Riverknoll Way	West Linn	OR	✓
5) Fitch Associates, LLC	303 Marshall Road, Box 170	Platte City	MO	Initial interest - but no proposal sent

REFERENCES CHECKED

DMG MAXIMUS

Title	FirstName	LastName	Company	Address1	City	State	Postal Code	Work Phone	Fax
Chief	Tony	Pini	Santa Rosa Fire Department	955 Sonoma Ave., 2 nd Floor	Santa Rosa	CA	95404	707-543-3500	707-543-3520
Chief	Richard	Stacey	Hemet Fire Department	220 No. Juanita St.	Hemet	CA	92343	909-765-2450	909-765-3170
Chief	Edward	Montez	Redwood City Fire Department	755 Marshal St.	Redwood City	CA	94063	650-780-7400	650-780-7461

EMERGENCY SERVICES CONSULTING GROUP

Title	FirstName	LastName	Company	Address1	City	State	Postal Code	Work Phone	Fax
Chief	George	Dunkel	St. Helens Fire District	270 Columbia Blvd.	St. Helens	OR	97051	503-397-2990	503-397-3198
Chief	Jack	Welch	Snohomish County Fire District #8	P.O. Box 467	Lake Stevens	WA	98258	425-334-3034	425-334-6981
Chief	Jeffrey	Hammack	Bangor Fire Department	289 Main St.	Bangor	ME	04401	207-942-6335	207-942-8213



Emergency Services Consulting Group

3565 Riverknoll Way • West Linn, Oregon 97068-3541 • (800) 757-3724 • Fax (503) 655-7778

September 8, 1999

James L. App, City Manager
City of El Paso de Robles
1000 Spring Street
Paso Robles, CA 93446

Dear Mr. App,

Chief Hamp requested I provide additional detail about reviewing organizational options during the course of your proposed study of fire and emergency services. As I mentioned previously, there are a number of viable scenarios that can be explored.

One in particular, and I think of interest to you, is potential consolidation of efforts between your fire and police departments. There are a number of models that can be explored which would range from developing stronger coordination and cooperation between the two, to full consolidation of both organizations.

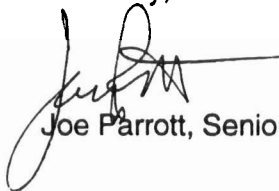
Other options to be explored would include partnerships with neighboring fire agencies, restructuring of the Emergency Services Department itself and efficiencies that might be gained through consolidation of efforts with other city departments.

I certainly can't suggest how a review of organizational options might conclude, however I can say that at least some level of coordination between the two departments will produce benefits. Much of the basis for a final recommendation, both for the short-term and long-term, will be based on the degree to which consolidation makes sense from both a human relations aspect and from a financial, service and efficiency aspect.

As part of our comprehensive review of service options for your city we will include a thorough review of organizational options, including the concept of a "Department of Public Safety." This will require a review of the structure and organization of your police department. I believe we can accomplish this within the project price we have already quoted. The project team assembled to serve you has strong background in police services. Should we find that the scope of the review of your police organization becomes significantly complex I will discuss this with you. At that time we can discuss the depth to which you want this issue explored and if necessary mutually agree on a "change of work" addendum to be billed on a time and materials basis.

I hope this answers your questions and concerns. We sincerely want to be your project team. I am sure we have the time, talent and creativity to develop a plan that will serve your needs well.

Sincerely,



Joe Parrott, Senior Consultant



August 20, 1999

Douglas Hamp
Chief of Emergency Services
845 9th Street
Paso Robles, CA 93446

Dear Chief Hamp:

The purpose of this letter is to rescind our previous withdrawal from the City's selection process regarding the Analysis of Emergency Services Needs and Options. However, please note the following:

- We are not submitting an addendum to our proposal dated March 22, 1999, as you requested. The workplan provided in that proposal represents what we believe to be most effective approach to conducting an Emergency Services Needs Analysis. Further, we believe the projected costs for these services are highly competitive given the scope of work and proposed work products.
- We also believe that our proposal provides an approach that matches the scope of work detailed in the City's Request for Proposals. We do not propose to conduct an operational audit of the Emergency Services Department, nor does our workplan call for analyzing existing management approaches and structures. We propose to identify various emergency services workload requirements facing Paso Robles, work with the City to develop service delivery and quality standards, and develop alternate approaches to achieve the City's goals in providing emergency medical and fire services.

We are happy to participate in the selection process and look forward to another opportunity to present our firm, proposed project team and how we believe we can help the City of Paso Robles.

Sincerely,

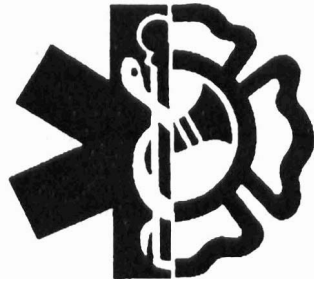
A handwritten signature in black ink, appearing to read 'Matt Dhillon', is written over a light blue rectangular background.

Matt Dhillon
Manager

Revised Proposal

Growth Management Plan
For The
Department of Emergency Services

City of El Paso de Robles, California



Emergency Services
Consulting Group

...a subsidiary of the GLATFELTER INSURANCE GROUP
25200 SW Parkway Avenue, Suite 3
Wilsonville, OR 97070-9616
(800) 757-3724

August, 1999

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ORGANIZATION PROFILE

Emergency Services Consulting Group is a subsidiary of The Glatfelter Insurance Group, which is also the parent company of VFIS of York, Pennsylvania. Jack W. Snook is the President/CEO and principal contact for **Emergency Services Consulting Group**.

Since 1976, **Emergency Services Consulting Group** has been involved in providing guidance and recommendations to fire and EMS agencies of all sizes throughout the United States, as well as in several foreign countries. Historically, over 90% of our customers have come back to us for additional consulting or educational support. As evidenced by our partial client list, **Emergency Services Consulting Group** has worked with many organizations over the years, giving us a tremendous knowledge and experience base.

Emergency Services Consulting Group's organization staff includes:

ADMINISTRATIVE STAFF:

Jack W. Snook	President/CEO	West Linn, Oregon
Bruce W. Caldwell	Vice President	McMinnville, Oregon
Janice Earl	Administrative Assistant	Wilsonville, Oregon
Katie Robinson	Reception/Clerical	Salem, Oregon
Don Milligan	Conference Coordinator	Monmouth, Oregon
Tom Siegfried	Marketing Director	Altamonte Springs, Florida
Thor Johnson	Projects Coordinator	Monmouth, Oregon
Joe Parrott	Senior Consultant	Gresham, Oregon

DIRECTORS

Bruce W. Caldwell	Fire	McMinnville, Oregon
Jerry R. Freshour	Criminal Justice	Monmouth, Oregon
Alec Jensen	EMS	West Linn, Oregon

REGIONAL MANAGERS:

Jim McFadden	Southwest Region	Atascadero, California
Stewart Rose	Northwest Region	Seattle, Washington
Richard Trexler	Southeast Region	Colfax, North Carolina
Richard Wehter	Northeast Region	Hingham, Massachusetts
John Currie	Canada	Sidney, British Columbia

ASSOCIATE MEMBERS:

Ron Anderson, Idaho	Kyle Gorman, Oregon	Dennis Merrifield, Florida
Frank Borden, California	James Grady, Illinois	Ron Lambert, Canada
Rodney Brown, Oregon	Randy Iverson, Oregon	Robert Stedman, WI
Paul Danko, Oregon	Jeff Johnson, Oregon	Mike Swanson, Oregon
Ken Dawson, Oregon	Conrad Kristensen, OR	Jonathan Williams, PA
Jim Davis, Oregon	George Goldbach, CO	Jim Linardos, Nevada

MISSION STATEMENT AND GUIDING PRINCIPLES

Mission Statement

“Serve and Perform with Quality in Mind”

...We will accomplish this by providing the highest value of consulting services and educational programs, utilizing a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, and emergency medical services issues and needs.

Guiding Principles

As Associates, we adhere to these guiding principles:

- Family and the importance of the family environment*
- Honesty and integrity*
- *Quality and value*
- Timely, honest/open communications*
- A positive “Can-Do” attitude*
- Respect for our customers*
- Teamwork*
- Reputation and image*
- The importance of enjoying our work*

FIRM'S QUALIFICATIONS AND EXPERIENCE

ESCG is considered by many to be the nations leading source of consultation and training for the emergency services. Since 1976, ESCG has met the needs of emergency services agencies providing fire, police and emergency medical services expertise. We also work directly for municipalities, nonprofit organizations and commercial providers of emergency services. Our expertise in Customer Centered Strategic Planning, Mergers and Consolidations, Emergency Services Evaluations, Health and Safety Evaluation, Executive Searches, Assessment Centers and customized consulting has helped improve emergency services in hundreds of communities. Our innovative training programs are improving the way organizations and people work.

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

Personnel assigned to this project are experienced emergency service practitioners who have engaged in an ongoing relationship with ESCG. Our consulting services are provided by a team of professionals, the project team, supervised by a project manager. Five full-time staff and clerical personnel support the project team and its manager. The combined resources ensure that you receive the best possible combination of professional attention.

All ESCG Field Associates are active practitioners in their respective fields. With many involved in highly visible and responsible national leadership positions. We understand your roles and responsibilities and offer proven methods to improve your effectiveness.

ESCG brings to this engagement a seasoned technical assistance team with in-depth knowledge of all relevant aspect of fire and emergency services system operations, economics, laws and public policy. The team's broad spectrum of experience will provide the leadership of the City of El Paso de Robles with an independent and objective analysis of its options for delivering high quality services well into the future. The ESCG project team is extremely well qualified to provide the city with the knowledge and information necessary to make informed decisions about its future.

When engaged, all work progress is measured against a work plan, timetables, 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. Ultimately, Vice President Bruce Caldwell will be responsible for the timelines, quality and overall content of the final product.

PRINCIPAL OFFICERS AND TITLES

JACK W. SNOOK

President/CEO

Jack W. Snook has served as the President of Emergency Services Consulting Group (ESCG) and Management Development Institute (MDI) since their initial inception in 1976. He carries with him over 21 years of consulting experience and 26 years of fire service experience. The vast majority of this work has been accomplished with municipalities, counties and special service districts. He has managed and directed hundreds of projects dealing with all aspects of local and regional governments. He has served as a mayor, city councilman, union president, and administered a fire agency with over 500 personnel and a 48 million dollar annual budget. He has served on numerous boards and has even been the recipient of a commendation from the President of the United States.

Chief Snook has an extensive educational background that includes an Associate Degree in Fire Science, a Bachelors Degree in Fire Administration and a Masters Degree in Public Administration. He is a graduate of the Fire Services Administrator's Institute, the California Fire Officers Academy and serves as an adjunct faculty member for the United States Fire Academy. He has written several books including "Making the Pieces Fit" a book on cooperative service through consolidations, mergers and contracts; and "Recruiting, Training and Maintaining Volunteer Firefighters". He has developed several videotape series, which have been distributed nationally, and is a contributing author to ICMA's "Managing the Fire Service Today". He has guest lectured in 39 states and 7 foreign countries and was the keynote speaker at the 1994 International Association of Fire Chiefs' worldwide conference.

PROFESSIONAL EXPERIENCE

- 13 years Jackson County (Oregon) Fire District No. 3
- 4 years Fire Chief of Lake Oswego (Oregon)
- 9 years Fire Chief of Tualatin Valley Fire and Rescue (Oregon)
(508 total personnel, 17 fire stations, protecting 310,000 residents)

MISCELLANEOUS EXPERIENCE

- City Councilman and Mayor - Central Point (Oregon)
- Fire Science Coordinator - Rogue Community College
- Adjunct Faculty Member - U.S. Fire Academy
- Board of Directors - Fire Service Facility Management Institute
- President - Management Development Institute, Inc.
- President - Emergency Services Consulting Group
- International Association of Fire Chiefs (IAFC)
- Western Fire Chiefs' Association
- Oregon Fire Chiefs' Association
- Metro Fire Chiefs' Association

ASSOCIATED PROFESSIONAL ACCOMPLISHMENTS

- President Ronald Reagan - Letter of Commendation
- Listed in "Who's Who in the West"
- Guest speaker and lecturer in 39 states, and seven foreign countries
- Author of several books and training video tape series
- Contributing Author in "Managing the Fire Service Today," ICMA
- National Fire Protection Association - Professional Standards Committee
- International Association of Fire Chiefs; Professional Development Committee - Past Chairman
- International Association of Fire Chiefs - Editorial Committee
- Oregon Fire Standards and Accreditation - Author, Consultant
- Oregon Intergovernmental Services Bureau - Advisory Board Member
- Oregon Incident Command System Taskforce - Past Chairman
- St. Mary's Home For Boys - Board Member
- IAFC International Conference - Program Chairman (1986, 1987, 1988, 1989)
- Oregon Golden Trumpet Award - Recipient

Chief Snook's comprehensive background and experience in managing all types of studies, audits and technical reports are second to none in the industry. He has been involved in too many projects to list. A few of the more recent engagements he was responsible for as project manager include:

- **Reedy Creek Fire Department (Disney World), FL** - Operations and Efficiency Audit, Strategic Plan, Executive Search for Fire Chief and Officer Development
- **Oregon City Fire Department, OR** - Strategic Plan
- **Milwaukie Fire Department, OR** - Evaluation, Financial and Service Options
- **Washington Fire Commissioners Association** - Strategic Plan
- **Clackamas County Fire District No. 1, OR** - Merger Feasibility Study
- **Northern Jackson County, OR** - Merger Consolidation Study
- **Northshore Fire District, WA** - Merger Feasibility Study
- **Cowlitz County Fire District No. 2, WA** - Fire Department Evaluation
- **Clark County Fire District No. 1, WA** - Fire Department Evaluation
- **International Association of Fire Chiefs** - Strategic Plan

BRUCE W. CALDWELL

Vice President

Chief Caldwell has served with Emergency Services Consulting Group as a consultant since 1993 and became vice president in 1998. With over 27 years of fire service experience, he has served as Fire Chief of the Klamath Falls (Oregon) Fire Department for eight years and was Fire Chief of the McMinnville (Oregon) Fire Department from 1988 until his retirement in 1998. The McMinnville Fire Department is a combination fire department employing 24 career and 100 paid on-call personnel. The department's EMS system is one of the most progressive and busiest systems in Oregon.

EDUCATIONAL BACKGROUND

- BS Degree in Fire Administration – Western Oregon University
- Fire Services Administration Institute Graduate
- National Fire Academy Executive Development

PROFESSIONAL EXPERIENCE

- 20 years Klamath Falls (Oregon) Fire Department, eight years as Fire Chief
- 9 years Fire Chief, City of McMinnville (Oregon) Fire Department
- 5 years Building District Administrator, City of McMinnville
- Vice President, Emergency Services Consulting Group

MISCELLANEOUS EXPERIENCE

- Fire Service Instructor - Rogue Community College
- Board Member, Chemeketa Community College Fire Protection Committee
- Vice Chairperson, Board of Public Safety Standards and Training
- Western Fire Chiefs Association
- Past President, Oregon Fire Chiefs Association
- Yamhill County Fire Chiefs Association
- User Board Chairperson, Yamhill County Communications Agency 9-1-1
- School Advisory Committee Member, Klamath Falls City Schools

PROFESSIONAL ACCOMPLISHMENTS

- Associate Field Representative, ESCG/MDI
- Advisory Board, Oregon Intergovernmental Services Bureau
- Chairperson, Fire Standards and Accreditation Board (Oregon)
- Chairperson, Klamath Lake Child Care Council
- Letter of Accomplishment, Governor Barbara Roberts (Oregon)

Chief Caldwell has directed and/or participated in a number of projects. Over the past three years, Chief Caldwell has been the project manager or supervisor for the following projects.

- **Okanogan (BC) Regional District** – District Evaluation – eight departments
- **St. Helens (Oregon) Fire District** - District Evaluation/Strategic Plan
- **Battle Creek (Michigan) Metropolitan Area Emergency Services** - Feasibility Study - eight agencies
- **Greater Greensboro (NC) Area Fire Agencies** - Feasibility Study - five districts
- **Scappoose (Oregon) Fire District** - District Evaluation/Strategic Plan
- **Northwest Whatcom County (Washington) Fire Agencies** - Feasibility Study - four districts
- **Douglas County (Washington) Fire District No. 2** - Fire District Evaluation
- **Racine, Caledonia and Mt. Pleasant Fire Depts. (Wisconsin)** – Feasibility Study
- **Bangor, Brewer, Old Town, and Orono, Maine** - Merger/Consolidation Project

ASSIGNED PERSONNEL

Personnel that will be assigned to this project are anticipated to include:

DR. MIKE F. SWANSON

Consultant, Project Manager

Dr. Swanson's has served with ESCG since 1997. His public service career began in 1973 as a deputy county attorney in Adams County, Colorado. He held a variety of posts including Land Development Director, Planning Director, Administrative Fire Chief, Finance Director, Budgeting Officer, and Public Works Director. He has additional experience in public financing organizational analysis and emergency communications.

EDUCATIONAL BACKGROUND

- Juris Doctorate, University of Iowa
- MA, University of Iowa
- BA, University of Iowa
- Graduate of Rocky Mountain Program for Senior Executives in State and Local Government, University of Colorado
- Graduate of Harvard Program for Senior Executives in State and Local Government, Harvard University
- Certified Trainer, Transition Management, William Bridges & Associates

PROFESSIONAL EXPERIENCE

- 5 years as Assistant County Counsel, Adams County, Colorado
- 5 years as County Administrator, Adams County, Colorado
- 2 years as Senior Trust Officer, Municipal Finance, First Interstate Bank of Denver
- 10 years as County Administrator / Budget Officer, Clackamas County, OR
- 1 year as Interim Fire Chief, Milwaukie, OR

MISCELLANEOUS EXPERIENCE AND ASSOCIATIONS

- Past Member, Current Associate Member, ICMA
- Past Member, National Association of County Administrators
- Associate Member, Special Districts Association of Oregon
- Past Board Member, Harmony House
- Chair, Supporters of Lake Oswego Children, Lake Oswego School District
- Past Board Member, Lake Oswego School District Foundation
- Chair, Lake Oswego Citizens' Committee to Review City Boards and Commissions

Dr. Swanson has participated in a number of projects. His most recent projects include:

- **Okeechobee County Fire District (Florida)** – District evaluation with focus on district equality taxation.
- **City of Poulsbo Fire Department (Washington)** – Station siting and strategic plan
- **Snohomish County Fire District No. 8 (Washington)** – Strategic plan

As Project Manager, Dr. Swanson shall oversee, direct, coordinate and control all work activities engaged in this project. He shall provide liaison with the representative identified by the agency; be responsible for the content and quality of the report. He will be responsible for, but not limited to, all financial and impact analysis, and review of State and local laws, ordinances, regulations and contracts.

BRUCE W. CALDWELL

Vice-President, Project Supervisor

Qualifications are previously listed.

As the Project supervisor, Mr. Caldwell shall supervise specific work activities and participate in the accomplishment of critical objectives. He will participate in the analysis of data and information and assist with the drafting of the report. Ultimately, as Vice President of ESCG, Mr. Caldwell remains fully responsible for the timelines, quality and overall content of the final product.

JERRY R. FRESHOUR

Consultant, Project Member

Jerry Freshour has served with Emergency Services Consulting Group since 1995. He has participated in a wide range of projects, including Department Evaluations, Customer Centered Strategic Planning, Executive Searches and Assessment Centers.

Mr. Freshour retired in 1998 from a 27-year career in emergency services. He served as a Deputy Sheriff and later was employed at the Oregon Department of Public Safety Standards and Training. He left that agency, after a very successful 22 years, as the Deputy Director. This state department sets employment, certification and training standards for, and trains fire, police, corrections, parole and probation, communications officers, and private security. He brings a broad background of experience and knowledge to ESCG clients.

Mr. Freshour holds a Bachelor's Degree in Sociology and a Master's Degree in the Administration of Criminal Justice. He holds an Executive Certificate from the DPSST, the highest level of certification for public safety officers in the state of Oregon.

Mr. Freshour can add a unique perspective to your project. He is able to identify issues and concerns of all the emergency service disciplines and he is acutely aware of the needs and concerns of the governmental agencies involved.

Mr. Freshour has been the project manager a number of assignments. His most recent projects include:

Santiam Canyon Communications Center (Oregon) – An evaluation of a 21-agency communication center.

Mason County Fire District No. 5 (Washington) – District evaluation and Strategic Planning Process.

Oregon City Police Department (Oregon) – Department evaluation
City of Richland, Washington - Developed and administered an assessment center for the position of Emergency Communications Director.

Canby Fire District (Oregon) – Developed and administered an assessment center for the position of Fire Chief.

St. Helens Fire District (Oregon) – Developed and administered an assessment center for the position of Fire Chief.

JOSEPH D. PARROTT

Senior Consultant, Project Member

Chief Parrott has served with ESCG since 1998, bringing over 26 years of fire and emergency services experience. He directed the Gresham Oregon Fire District as an Assistant Fire Chief and Fire Chief from 1982 -1998.

Chief Parrott has participated in a number of district evaluations and strategic plans. Currently, Chief Parrott is the Project Manager for the evaluation of eight districts in the San Gabriel Valley in east Los Angeles County.

EDUCATIONAL BACKGROUND

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

PROFESSIONAL EXPERIENCE

- 26 years diverse and progressive fire and emergency services experience
- 15 years as Fire Chief – Gresham, Oregon

MISCELLANEOUS EXPERIENCE

- Chairman, Regional Incident Command System Steering Committee
- Chairman Bureau of Emergency Communications Users Board
- Oregon Fire Chiefs Association
- International Fire Chiefs Association
- Oregon Fire Chiefs Association representative to the League of Oregon Cities
- Urban Interface Specialist, National Wildfire Incident Management Team
- Interim Community Development Director, Gresham, Oregon
- Budget Committee member, Centennial School District

ASSOCIATED PROFESSIONAL ACCOMPLISHMENTS

- Oregon Incident Command System Task Force
- League of Oregon Cities "Innovation Award"
- International Association of Fire Chiefs "Award of Merit"
- Oregon Jaycee's "Great Young Person"
- Created regional service delivery system - four cities and one fire district
- Created partnerships with local police agencies for water rescue and hazardous materials emergency response

Chief Parrott has participated in a number of projects. He currently is the team leader in the following projects:

- **San Gabriel Valley Fire Agencies (California)** – Organizational and Resources Inventory for eight departments in east Los Angeles County.
- **Polk County Fire District No. 1 (Oregon)** – District evaluation and strategic planning process.
- **Carmel Fire Department (Indiana)** – Station location Master plan.

As Project Team members, both Mr. Freshour and Mr. Parrott shall be responsible for gathering necessary information and data. They will participate in the analysis of information and the drafting of the report. Also, they will be required to perform delineated tasks in accordance with the dictates of the project work plan. They will be required to report progress on all assigned tasks and sub-tasks on a weekly basis.

BOB STEVENS

Associate Member

Bob Stevens has recently joined the Emergency Services Consulting Group as an Associate Member providing a wide range of information, data and financial analysis skills supported by a diverse 20 years of experience in public safety. He began his career as a police officer in the U.S. Air Force, rising to an Air Staff position at the Pentagon. He established the community police analyst position for the Gresham Police Department and currently provides management services for the City of Gresham Fire and Emergency Services Department.

Mr. Stevens has engaged in a wide range of research/analysis in advising public safety managers and policy makers on topics such as: basic departmental budgeting & staffing, management plans, performance indicators, serial levy projections, cost/benefit analysis, overtime analysis, workload & financial forecasting, police patrol deployment, fire station location, call load/response analysis and the planning/implementation of new communication and information technologies.

Mr. Stevens provides a particular expertise that includes, but is not limited to, an ability to conduct advanced, complex research/analysis and produce results in understandable and practical terms that allow police chiefs, fire chiefs, EMS managers, city managers and elected officials to make sound and informed decisions. Additionally, he brings practical experience in introducing new communication and information technologies to public safety applications.

EDUCATIONAL BACKGROUND

- Associate of Science: Criminal Justice, College of Great Falls
- Bachelor of Arts: Public Admin/Economics, Montana State University
- Graduate Studies, MPA: Montana State University
- Crime Analysis: Southwestern Law Enforcement Institute

- Seminars/Training: International Association of Law Enforcement Planners (IALEP)
- Numerous management and analysis training courses

PROFESSIONAL EXPERIENCE

- City of Gresham, Oregon (Management Services for both Police and Fire Departments)
- Independent Consulting (Small to Medium Businesses, Computer & Financial)
- Yamhill County Fairgrounds (Office & Finance)
- Linfield College (Director of Campus Security)
- U.S. Air Force (Police Field, rose to staff position HQ USAF, Pentagon)

MISCELLANEOUS EXPERIENCE

- Member: International Association of Law Enforcement Planners
- Member: Oregon Peace Officers Association
- Member: Oregon Fire Chief's Association
- Member: International Public Administration Association
- Co-Founder: Cascade County Peace Officer's Association
- Member: ESRI User Group, GIS in Public Safety

RECENT ASSOCIATED PROFESSIONAL ACCOMPLISHMENTS

- Computer Aided Dispatch (CAD) Steering Committee (City of Portland)
- Bureau of Emergency Communications Cost Allocation Formula Committee (City of Portland)
- Bureau of Emergency Communications MIS Steering Committee (City of Portland)
- Multnomah County Public Safety Technology Bond Steering and Implementation Committees
- Gresham Stable Funding Committee (GO Bonds, Levies, Special Districts)
- Geographic Information System (GIS) Steering Committee (City of Gresham)
- Computer Standards Committee (City of Gresham)
- Staff Liaison: Police Citizen's Advisory Committee (City of Gresham)
- Staff Liaison: Fire and Emergency Services Citizen's Advisory Committee (City of Gresham)
- Staff Liaison: (Fire & Police) Gresham Progress Board

PROJECT APPROACH

OVERVIEW

Our task is to develop a comprehensive Growth Management Plan for the Department of Emergency Services for the City of El Paso de Robles which will evaluate current services and workload, project future fire and life safety demands, and develop options and strategies for the city to address these demands.

The methods and tools used by **ESCG** have been created or adapted to meet the needs of fire and emergency medical services response agencies. These are not used in an "off-the-shelf" approach. Instead, they are customized to meet the department's unique challenges and needs.

The **Emergency Services Growth Management Plan** is a comprehensive assessment of the current services and workload of the organization. It includes a historical review as well as an analysis of future community growth as it affects the organizations potential workload. It is performed by professionals with experience in all aspects of government including fire services, law enforcement, community development, finance and city administration, and is comprehensive in scope.

The critical focus of this work is to insure the Emergency Services Department can continue to provide services of the type and quality expected by the community into the future in spite of past and future growth.

An extremely important element of this effort is the development of community-driven Performance Objectives and Targets. The community and its leadership will identify its expectations of the Emergency Services Department through adoption of measurable service expectations. These expectations then become the basis for the identification of service models and options for the future.

Specific areas of opportunity for the department will be identified. A plan will be developed for each area, which will include an evaluation of each opportunity for its expected impact on service objectives and priorities.

We will interview key system stakeholders of the organization associated with this study. At a minimum, members of the project team will interview the elected officials, fire agency officials, labor representatives, community development interests, law enforcement leaders, city executive staff, and finance managers.

From these interviews, ESCG will obtain additional perspective on operational, economics and public policy issues facing the department. In addition, the project team will learn more about availability of data to meet project goals.

Specifics – Roles and Responsibilities

Our methodology requires commitment from client organizations. As our client, you agree to:

- Make people and accurate information readily accessible.
- Assume responsibility for scheduling meetings and providing meeting space.
- Provide us with relevant background information and materials, including:
 - ◆ The recommendations from previous studies, if applicable
 - ◆ Applicable State and local laws, ordinances, regulations, contracts, etc.
 - ◆ Annual reports
 - ◆ Existing mission, goals and objectives
 - ◆ Department's operating budget, budget history and budget projections
 - ◆ Service demand and response time data
 - ◆ Relative collective bargaining agreement(s)
 - ◆ Revenue analyses
 - ◆ Station location maps
 - ◆ Land use and growth plans
 - ◆ Relevant contractual agreement(s)
 - ◆ All available reports on staff, operations, organization, salaries, relevant codes, and financial reports
 - ◆ Relevant community planning documents
 - ◆ Historical data on service calls in a computer readable format as available
 - ◆ An inventory of facilities, apparatus and major equipment
 - ◆ Training records
 - ◆ City and department policy and procedure manuals and any employee handbooks
 - ◆ The most recent demographic data available
 - ◆ Relevant maps
 - ◆ Any other information which may be necessary for the successful completion of the study as is readily available to the city

In return, as consultants we contract to:

- Develop an evaluation of the Emergency Services Department's ability to serve the growth and development anticipated to the year 2020.
- Develop alternative delivery options for each identified service.
- Identify the type, location and future considerations of physical facilities and equipment.
- Seek full and accurate information to illuminate all aspects of the implementation process.
- Identify cost, benefits and drawbacks of each option, facility and equipment.
- Identify opportunities for cost recovery / revenues.
- Develop delivery options (2-3) for each service with cost/benefit analysis.

- Help leaders act in the best interests of organizational improvement by helping them collect and analyze information.
- Maintain strict confidence between consultants and organizational members; we facilitate a voluntary sharing of all relevant information as we enhance communication processes.
- Integrate our extensive experience with unique considerations of the City of El Paso de Robles, to assist in design and implementation of solutions.
- Coordinate and consult with County Office of Emergency Services and California Department of forestry (CDF).
- Hold at least one (1) public information workshop.
- Attend six (6) staff level meetings with the city and/or various agencies and three (3) Council-level presentation meetings.
- Review all existing studies and background information.
- Preparation of necessary maps.
- In addition, at a minimum we will explore ten key service delivery areas. They are:
 - ◆ Fire suppression
 - ◆ Basic life safety and paramedic services
 - ◆ Business and other fire safety inspections
 - ◆ Code enforcement (including nuisance abatement, weed abatement, blight elimination)
 - ◆ Public education
 - ◆ Disaster preparedness, response and recovery
 - ◆ Clerical / office support, including data systems entry and maintenance
 - ◆ Staff training / career and volunteer
 - ◆ Equipment and facility maintenance
 - ◆ Mutual aid response to surrounding unincorporated areas.
- Administrative draft of the Analysis (4 copies)
- Public Review Draft (20 copies)
- Final Draft Analysis (20 copies)

PROJECT METHODOLOGY

The following steps, activities and analysis will be accomplished to produce the final report and recommendations. This methodology has been developed specifically for the City of El Paso de Robles based on our understanding of your expectations. However, it utilizes approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions.

1. Review and evaluate documents and information relevant to this project including:
 - a. Existing community growth management plans
 - b. Current and proposed land use plans
 - c. Current comprehensive planning documents
 - d. City building codes and ordinances
 - e. Local and regional census data
 - f. Emergency Services Department incident data, service delivery practices, current service delivery objectives and targets, and other relevant information
2. Conduct interviews with and gather information from key city personnel including:
 - a. City Manager
 - b. Finance function managers
 - c. Emergency Services Department managers and other staff
 - d. City planning staff
 - e. Planning Commission members
 - f. Building Official
 - g. Law enforcement managers
 - h. Others as they may contribute to this project
3. Develop, or confirm, population and development growth projections to the year 2020. This would include a review of:
 - a. Census data
 - b. City developed growth projections
 - c. Review of building permit activity and projections
4. Evaluate current emergency services workload and develop workload projections to the year 2020 for these services:
 - a. Fire suppression (including mutual and automatic aid)
 - b. Emergency medical services (including mutual and automatic aid)
 - c. Fire safety inspections and new construction plans review
 - d. Code enforcement
 - e. Public education
 - f. Disaster preparedness, response and recovery
 - g. Personnel training and development
 - h. Equipment and facilities maintenance
 - i. Administrative support services

5. Facilitate discussions with citizens and community leaders to develop consensus on:
 - a. Service expectations and priorities
 - b. Selection of a service delivery model
 1. "Geographic-based" coverage
 2. "Demand-based" coverage
 - c. Selection of key community Emergency Services Performance Objectives and Targets
6. Identify workload mitigation opportunities for each service. These may include technology opportunities, risk mitigation measures, service expectation adjustment, alternative response practices, and others.
7. For each service, develop several options for delivery that will meet the identified performance objectives and targets. These may include options such as:
 - a. Alternative deployment practices
 - b. Facility modifications or relocations
 - c. Alternative service providers and/or privatization
 - d. Partnerships
 - e. Technology improvements
 - f. Risk mitigation
 - g. Others
8. Evaluate, and present in graphical and descriptive formats, each alternative for:
 - a. Cost and potential cost recovery opportunities
 - b. Degree of benefit to be gained through its implementation
 - c. Extent to which it achieves established performance targets
 - d. Potential negative consequences
 - e. Impact on other services and service alternatives
9. Facilitate discussions with citizens and community leaders to select preferred options.
10. Develop a report of findings and final recommendations for presentation to the City Council of the City of El Paso de Robles. This report will identify tools the city may use to determine when selected options should be implemented based on such criteria as:
 - a. Unit workload
 - b. Staff workload
 - c. Response time performance indicators
 - d. Others

FINAL REPORTS AND DELIVERABLES

ESCG will be responsible for the following deliverables:

1. A technically and professionally competent and well-documented fire department growth management plan detailing the city's options for service delivery over the next 20 years.
2. Monthly progress and status reports to the designated contact person including:
 - A summary of work completed during the previous month
 - Discussion of any significant problems encountered or issues arising from the project
 - Percentage of project completed
3. Four (4) copies of the Administrative Draft will be provided for reviewed by city staff.
4. Twenty (20) copies of the Public Review Draft including findings and recommendation will be presented to the City Council of the City of El Paso de Robles.
5. Final Draft Analysis ("camera ready" form and on 3.5-inch IBM compatible diskette(s) in MS Word 6.0 format). Any spreadsheet information shall be provided on 3.5-inch IBM compatible diskette(s) in MS Excel 6.0 format. Any maps and/or drawings shall be in AutoCAD (Release 14).
6. We will be available to provide ongoing assistance to the City of El Paso de Robles during the implementation phase of the project and for future revisions of the plan. We will be available on an as-needed basis for a fee to be negotiated separate from this proposal.
7. This proposal is good for one hundred eighty (180) days after it is received.

COST QUOTATION

Fee Structure

TOTAL HOURS, HOURLY RATE AND TOTAL COST BY STAFF POSITIONS:

Position	Hours	Rate	Cost
Project Manager	162	\$95.00	\$15,390.00
Project Supervisor	58	\$70.00	\$ 4,060.00
Project Members	223	\$60.00	\$13,380.00
Technical Support	42	\$55.00	\$ 2,310.00
Clerical Support	63	\$20.00	\$ 1,260.00
Sub-Total	548		\$36,400.00
Expenses			\$ 3,600.00*
Total Bid			\$40,000.00

*Expenses listed as a "not to exceed" figure includes travel, lodging, meals and printing. We anticipate a minimum of three trips to Paso Robles including the final presentations.

Payment schedule:

- 25% payment due within 21 days of signing of contract
- 25% payment due upon receipt of the Administrative Draft of the analysis
- 25% payment due upon receipt of the Public Review Draft
- 25% payment due upon receipt of invoice after delivery of the final Draft Analysis

GENERAL REQUIREMENTS

1. **Emergency Services Consulting Group** shall not assign or sublet the whole or part of the contract without prior written consent of the client(s).
2. **Emergency Services Consulting Group** will agree not to refuse to hire, discharge, promote, demote or to otherwise discriminate in matters of compensation against any person otherwise qualified, solely because of age, race, creed, color, sex, national origin, ancestry or handicap.
3. **Emergency Services Consulting Group** is a subsidiary of The Glatfelter Insurance Group, which is also the parent company of VFIS, York, PA. **Emergency Services Consulting Group** will provide all required certificates of insurance coverage or bonds upon award of contract.
4. **Emergency Services Consulting Group** is the dba name of MDI Consulting Group, Inc., a Pennsylvania corporation. Contracts for service and products are issued in the name of the former.

5. All instruction and consultation provided by employees of **Emergency Services Consulting Group** is provided to the recipients of such service without guarantee of fitness or applicability to any particular setting or circumstance. The advice, consultation, or education provided is for the use of the purchaser and/or participant and the decision to employ the processes or procedures identified are at the sole discretion of the purchaser or participant.

INSURANCE

Emergency Services Consulting Group is a division of Glatfelter Insurance Group, parent company of Volunteer Firemen's Insurance Services, York, PA.

Under this agreement, Emergency Services Consulting Group is self-insured well in excess of \$1,000,000.00.

Emergency Services Consulting Group will provide all necessary certificates of insurance coverage upon award of contract.

ENGAGEMENTS WITH OTHER GOVERNMENT ENTITIES

During the past three years, ESCG has completed over 25 single and multi-fire agency assessments and strategic planning processes. Recent engagements include:

Battle Creek (Michigan) Metropolitan Area Fire Agencies - 1998

ESCG conducted an evaluation of five career and combination fire agencies and two public safety agencies. The study included the evaluation of suppression, EMS, and rescue delivery systems, and their emergency dispatch systems. Five of these agencies completed a strategic planning process facilitated by ESCG in January 1999. This project was completed within projected costs.

Contact: Rob Young, President/CEO
Battle Creek Area Chamber of Commerce

Phone: (616) 962-4076

Greensboro (North Carolina) Area Fire Agencies - 1999

ESCG conducted an evaluation of five career and combination emergency services agencies including suppression, rescue, EMS, and emergency communications for the possible merger/consolidation of some or all of the agencies. These agencies are currently involved in a strategic planning process facilitated by ESCG. This project was completed within projected costs.

Contact: Deputy Chief Brad Cox
Greensboro Fire Department

Phone: (910) 373-2187

Central Okanogan Regional District, British Columbia - 1998

ESCG was contracted by the Central Okanogan Regional District (CORD) to evaluate four municipal combination fire departments and four volunteer departments managed by CORD, make recommendations and develop an implementation plan. This project was completed within projected costs.

Contact: Jerry Zimmerman, Fire Chief
Kelowna Fire Department

Phone: (250) 860-6419

New Hanover County (North Carolina) Fire Agencies –1998

ESCG was contracted to evaluate eight all volunteer organizations, make recommendations, develop strategies and develop an implementation plan for future improvements. This project was completed within projected cost. New Hanover contracted with ESCG for additional implementation facilitation.

Contact: Philip Kouwe, Fire Service Administrator
New Hanover county

Phone: (910) 341-7420

DISCLOSURE STATEMENT

ESCG has no prior relationship with any member of the City of Paso Robles and is free of any real or perceived conflicts of interest or personal interest that may affect this project.

STATEMENT OF AVAILABILITY

ESCG is available to start this project in the time frame as outlined in the RFP. We will engage sufficient numbers of personnel from our network of experienced consultants so as to ensure the project is completed on time and within the parameters described.

CONCLUSION

ESCG is very excited about this project. The opportunity to assist in the future planning of providing quality emergency services to the City of El Paso de Robles is indeed welcomed. Clearly, we have the tools and expertise to provide you with a product that will enhance the City of El Paso de Robles's ability to serve its community in the years to come.

ESCG is considered to be the nations leading expert in the area of evaluations, cooperative effort, contracts, consolidation and mergers, and strategic planning of emergency service agencies. Factors, which would support this claim, include:

1. ESCG has an exclusive contract with IAFC (International Association of Fire Chiefs) to teach their cooperative effort workshops worldwide.
2. ESCG has work with over 100 agencies nationwide, consulting on various emergency services issues.
3. All ESCG project members assigned to your project have personally been involved in several evaluations and strategic planning processes.
4. The formal education of all project members is related to emergency services, public administration and government in general.
5. The ESCG project team brings over 125 years of public safety experience together to work on your project.

We look forward to meeting you and assisting the City of El Paso de Robles in this endeavor.

Submitted By:
Emergency Services Consulting Group



Jack W. Snook, President/CEO

PROPOSED PERSONAL SERVICES CONTRACT

This agreement made this _____ day of _____, 1999, by and between City of El Paso de Robles and **Emergency Services Consulting Group (ESCG)**, doing business as a corporation in York, Pennsylvania, hereinafter called **ESCG**.

WITNESSETH:

That for and in consideration of the payment and agreements hereinafter mentioned and attached to be made and performed by the fire department and **ESCG**, hereby agree to commence and complete the consultation and to provide the work described in the proposal and comply with the terms of the contract documents for the:

Emergency Services Growth Management Plan

Hereafter called the "project" for the sum of \$36,400.00 and expenses for lodging, travel and meals, not to exceed \$3,600.00. Total bid for services \$40,000.00.

ESCG will furnish all labor and other services necessary to complete the work relating to and including the development and administration of the planning process. **ESCG** hereby agrees to perform the work as specified by the city.

The City of El Paso de Robles shall pay **ESCG**:

- 25% payment due within 21 days of signing of contract
- 25% payment due upon receipt of the Administrative Draft of the Analysis
- 25% payment due upon receipt of the Public Review Draft
- 25% payment due upon receipt of invoice after delivery of the Final Draft Analysis

This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.

The laws of the state of California shall govern this agreement.

This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. Either party has relied upon no inducements, concessions or representations of the fact, except as set fourth in this agreement and the **ESCG** proposal.

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

City of El Paso de Robles

Emergency Services Consulting Group

By: _____
signature

By: _____
Jack W. Snook, President/CEO

City of El Paso de Robles

Douglas R. Hamp, Chief



August 5, 1999

Jack W. Snook, President
Emergency Services Consulting Group
25200 SW Parkway Avenue, Ste. 3
Wilsonville, OR 97070-3541

SUBJECT: Analysis of Emergency Services Needs and Options

Dear Mr. Snook:

Thank you for the time and effort that you have invested in responding to our Request for Proposals (RFP), and participating in the interviews held on June 30, 1999. We appreciate your interest in the City of Paso Robles and its Emergency Services program.

The results of our RFP and interview process were not entirely satisfactory from the City's perspective. We acknowledge that our RFP may not have been adequately explicit as to what we were seeking. In turn, the proposals received were not totally acceptable as to content.

The interviews were very helpful in addressing questions about the proposals. The combination of the proposals and the interviews did not, however, provide an adequate basis for the City to enter into a Consultant Services Agreement with either firm.

As a result, we have identified questions or perspectives on your presentation requiring clarification. We would appreciate your further patience and assistance in providing written responses to these issues. We would request that you prepare an Addendum to your Proposal to specifically address the revised/refined needs described in the enclosed attachment, and to add any additional relevant information. Further, we would like to follow-up with an additional set of interviews with the consultant team members who were not able to join us on June 30, 1999.

We hope that this process provides clarity to the work product that is being sought by the City, and that your firm will be better able to tailor a response that more precisely fits our needs. **Please submit your response by 5:00 PM August 24, 1999 to:**

Doug Hamp, Chief of Emergency Services
1000 Spring Street
Paso Robles, CA 93446

We apologize for the inconvenience of extending the consultant selection process, and we are hopeful that you will continue to be interested in working for the City on this project. Please feel free to contact me at (805) 237-3973 should you have any questions.

Sincerely,

DOUGLAS R. HAMP
Chief of Emergency Services

DRH:wh
Encl.

Questions / Areas of Concern: Emergency Services Consulting Group

- The interview committee would appreciate an opportunity to meet with and assess the qualities of the team members who would actually be working on the Paso Robles project.
- Concerns were expressed about the firm's ability / willingness to tailor what appear to be standard studies and methodology to meet the specific needs of the City of Paso Robles. The City would appreciate confirmation that ESCG will use an analytical approach that is uniquely designed to address the City's particular situation. Specifically:
 - a. The ESCG proposal seems to focus heavily on a pre-formatted evaluation or operational audit of the City's Emergency Services existing program.
 - b. ESCG suggests that the City follow-up with preparation of a Strategic Plan.
 - c. The City is seeking a less exhaustive evaluation of the current situation, and instead a greater emphasis on future needs and options / alternative ways to deal with the range of service demands that will come with anticipated growth and development. The City is seeking an analysis of the "pro" and "con" of these various options, and a set of recommendations / priority list for City Council consideration. The package needs to be designed for implementation, including quantified triggers / thresholds for City actions / investments. A "Master" or "Strategic" Plan, if you will.
 - d. It would appear that what the City is seeking transcends the packages that were described by ESCG during the interview.
- The City is seeking an interaction / iterative process between the City and the consultant - - for the consultant to provide options, consider City feedback on those options, and to prepare recommendations for an implementation plan - - not for the consultant to audit existing operations and prepare a standardized report on how to improve existing operating procedures, policies, etc.
- The Proposal dated April 1999 warrants further written refinement before the City would be in a position to use the Proposal as a basis for a Consultant Services Agreement. Specific areas of concern are outlined as follows:
 - a. the comprehensive evaluation referenced on page 11 should specifically include staffing along with facilities and equipment;
 - b. on page 11 there seems a disproportionate emphasis on the evaluation/operational audit process as compared to the identification of alternative options for future service delivery.

Questions / Areas of Concern: Emergency Services Consulting Group
(continued)

- c. the list of desired background information and materials cited on page 12 is relatively long and includes an "open-ended" provision calling for "any other information which may be necessary for the successful completion of the study". As discussed during the interview, the proposal should be refined to reflect that the City is being requested to provide copies of available studies and information, but the City is not expected to commit staff resources to the collection of data / information to support the ESCG study.

Again on page 12, reference is made to facility and equipment analysis; this should include staffing options.

The Focus of the modified report should target:

- Future service and delivery options
- Costs for each option
- Pros and cons of each option

Please prepare an Addendum to your Proposal to specifically address the revised / refined needs described in this attachment, and to add any additional relevant information.

City of El Paso de Robles

Douglas R. Hamp, Chief



August 5, 1999

John Heiss and Matt Dhillon
DMG Maximus
617 North Casa Blanca Drive
Fullerton, CA 92832

SUBJECT: Analysis of Emergency Services Needs and Options

Dear Sirs:

Thank you for the time and effort that you have invested in responding to our Request for Proposals (RFP), and participating in the interviews held on June 30, 1999. We appreciate your interest in the City of Paso Robles and its Emergency Services program.

The results of our RFP and interview process were not entirely satisfactory from the City's perspective. We acknowledge that our RFP may not have been adequately explicit as to what we were seeking. In turn, the proposals received were not totally acceptable as to content.

The interviews were very helpful in addressing questions about the proposals. The combination of the proposals and the interviews did not, however, provide an adequate basis for the City to enter into a Consultant Services Agreement with either firm.

As a result, we have identified questions or perspectives on your presentations requiring clarification. We would appreciate your further patience and assistance in providing written responses to these issues. We would request that you prepare an Addendum to your Proposal to specifically address the revised/refined needs described in the enclosed attachment, and to add any additional relevant information. Further, we would like to follow-up with an additional set of interviews with the consultant team members who were not able to join us on June 30, 1999.

We hope that this process provides clarity to the work product that is being sought by the City, and that your firm will be better able to tailor a response that more precisely fits our needs. **Please submit your response by 5:00 PM, August 24, 1999 to:**

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1000 Spring Street,
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We apologize for the inconvenience of extending the consultant selection process, and we are hopeful that you will continue to be interested in working for the City on this project. Please feel free to contact me at (805) 237-3973 should you have any questions.

Sincerely,

DOUGLAS R. HAMP
Chief of Emergency Services

DRH:wh
Encl.

Questions / Areas of Concern: DMG Maximus

- The interview committee would appreciate an opportunity to meet with the firm's Principal, John Heiss and to determine the extent of his active participation in data collection, analysis and presentation of the results of the study.
- Concerns were expressed about the ability of Matt Dhillon to relate specifically to the needs and concerns of Emergency Services staff members, based on his background not including direct Emergency Services experience (it seemed to some that Mr. Dhillon may provide an interface that is too analytical and which may not be conducive to adequately addressing the sensitivities of Emergency Services staff).
- Matt Dhillon appeared to dismiss the significance / importance of ISO ratings. This is not consistent with the perceptions of certain members of the City who have understood that a change in ISO rating could have significant financial advantages to the general public in terms of lowering fire insurance rates.

The focus of the modified report should target:

- Future service and delivery options
- Costs for each option
- Pros and cons of each option

Please prepare an Addendum to your Proposal to specifically address the revised / refined needs described in this attachment, and to add any additional relevant information.

**Proposal to Conduct
An Analysis of Existing and
Projected Fire and Life Safety
Requirements and
Corresponding Service
Delivery Options**

**CITY OF PASO ROBLES
EMERGENCY SERVICES DEPARTMENT**

**DMG - Maximus
Burlingame, California**

March 23, 1999



March 22, 1999

Douglas Hamp
Chief of Emergency Services
City of Paso Robles
845 9th Street
Paso Robles, CA 93446

Dear Chief Hamp:

DMG Maximus is pleased to present our proposal to conduct an analysis of the City's current and future fire and life safety needs and service delivery options. The proposed members of our project team have extensive experience in analyzing fire service delivery issues for local government clients across the Western United States. Projects have included fire service master plans, consolidation studies, fire department feasibility studies, and management audits. Over the last four years, the firm and the proposed members of our project team have completed more than fifteen fire service related projects including fire master plans for San Jose and Santa Rosa; analysis of response unit deployment and staffing needs for the City of Los Angeles; and fire service consolidation studies for Burlingame and Hillsborough, Redwood City and the Menlo Park Fire Protection District, and the cities of Garden Grove, Westminster, Stanton and Buena Park.

This proposal outlines the scope, objectives and methodology we would employ in performing this analysis.

1. OUR UNDERSTANDING OF THE PROJECT

The City of Paso Robles has never established a strategic plan for Fire and Emergency Service operations. As a result, during its growth over the past decade, there have been no formal service level criteria which could be employed as a basis for evaluating the adequacy of existing services and determining when and if additional facilities or personnel were required to meet service demands. structuring services. Since the City is projected to continue to grow (from 23,000 to 35,000), the need for service targets and a plan for achieving those targets becomes more important. As a result, the City wishes to engage an outside, professional consulting firm to identify fire service requirements facing Paso Robles, both now and as growth occurs, to

provide a clear plan to guide the development and delivery of emergency services in the years through community buildout.

The next section provides an overview of how we approach a fire service master planning project.

2. OVERVIEW OF OUR APPROACH TO THE PROJECT

Over the years, we have developed a framework for evaluating emergency service needs and developing related service plans. The basic components of that framework are as follows:

- Thoroughly document the Department's current operating and service environment. A detailed and thorough understanding of all aspects of the Department's operations, current workload and service levels, and overall strengths and weaknesses are critical to a subsequent valid analysis. If these first steps are superficial, subsequent identification of major planning issues and evaluation of operating and program alternatives will suffer. In the section which follows, Tasks 1 through 3 provide a detailed description of how we develop an understanding of current operations and the Department's service environment.
- Portraying the current service demand faced by the Paso Robles Emergency Services Department and resulting service levels in some detail. This includes an evaluation of quantitative measures of service demand and performance (e.g., response times by station response area; composition of call demand and trends; unit utilization; use of volunteers for incident response and coverage; relationship to response time performance; and impact of concurrent calls; etc.), and a thorough analysis of Departmental programs which support and complement basic fire suppression and emergency medical service operations.
- Employing the data developed above, identify key issues relating to the effectiveness of current fire and emergency medical service levels and Departmental operations. Prior to defining future service level objectives and outlining future programs and needs for the Paso Robles Emergency Services Department, it is critical to identify areas where current operations might be improved to provide a more efficient basis for current operations, and where there are gaps in programs and ordinances designed and implemented to support fire suppression and emergency medical service delivery.
- Once current operations have been thoroughly analyzed, develop a detailed set of projections of future service demand for fire and

emergency medical services — reflecting call volume, number and type and location of structures to be added to the existing infrastructure given the general plan and other related development and redevelopment plans, and the impact of potential development on future fire flow requirements.

- Identify and evaluate key alternative fire service goals and objectives for meeting future service demands. This step includes evaluation of the currently adopted service standards and identification of modifications which need to be considered to enhance service effectiveness. Inherent in this process is the definition and evaluation of goals and objectives in such critical areas as the following:
 - Response time and fire flow targets considering the characteristics of structures under protection.
 - The level of protection to be provided considering alternative levels of requiring built-in residential protection to moderate future fire flow requirements.
 - The level of “risk” acceptable considering gaps between fire flow requirements and capabilities over the course of the master planning period.
 - Specific targets for alternative levels of Departmental involvement in all aspects of the emergency medical services system in the Paso Robles area.
- Once service level objectives have been defined, identify and evaluate alternatives for meeting each alternative service level target. These alternatives include:
 - Alternative staffing and apparatus configurations — including the appropriate use of paid and volunteer staff.
 - The location and number of stations required consistent with service level targets, with special focus on the validity of the Department's current station network expansion plan.
 - Specific alternatives open to mandate built-in residential protection and its impact on alternative levels of staffing, apparatus, and fire service facility requirements in future years.

- Concurrent with the definition and evaluation of alternative combinations of staffing, apparatus, and facilities, define those specific programs necessary to support the basic core of fire suppression and emergency medical services to be provided over the planning period. This includes considering fire prevention from the perspective of codes, ordinances and programs of both special staff and line companies; and thoroughly analyzing the scope and direction of future training programs to include performance expectations and performance standards consistent with departmental overall service goals and objectives.
- Evaluate the cost-effectiveness of practical approaches for regional delivery of all or some services through expanded service contracts; shared support programs like training and hazardous materials response; and other appropriate approaches.
- Finally, develop a detailed plan for financing the programs and services targeted in the master plan. This plan needs to focus on both operating costs and capital investment requirements associated with expansion of the service delivery system over the planning period.

We believe that the successful development and implementation of recommendations follows a process in which the consulting team works closely with a Project Steering Committee over each stage of the engagement. This includes development and presentation of a number of interim reports over the course of the project to allow the committee to fully evaluate our analysis and actively participate in the development of strategic and planning recommendations.

While the composition and use of a steering committee is at the City's discretion, we would propose you consider establishing a committee of from five to seven members representing management and line personnel to work with the consulting team. Steering committee members should include you, the City Manager (or representative), one or both battalion chiefs, one or two firefighters, and possibly one or two positions from other City departments with working relationships with fire operations (i.e., code enforcement, planning, etc.). If appropriate, you may want to consider adding several citizens to the group to provide a community perspective.

The next section outlines a specific task plan for conducting the study.

3. PROJECT TASK PLAN

The paragraphs which follow provide detailed description of how we would conduct the project.

Task 1 -- Identify Key Issues Impacting the Delivery of Fire Services in Paso Robles Today and through the Planning Year 2020.

As the project opens, it is critical that the project team develop an understanding of the political, operating, and service objectives related to fire service delivery in Paso Robles. We will develop this basic understanding as follows:

- Interview the three chief positions and document their perspectives on the issue areas outlined below.
 - Will the Department continue to provide the same mix of services as it currently does? What are the response time and staffing targets which top management feel are critical to department service delivery over the years? What is the basis for these service level targets?
 - As building and construction techniques continue to improve, what are the implications for demand for structural fire protection by Paso Robles Emergency Services Department resources? Do these speak to a diminishing demand for structural fire protection responses? If so, what are the implications for the distribution and structure of field service operations to include station network, company size, special units, role of volunteers, and the like? What proactive steps is the Department planning to take to insure that new development minimizes expansion requirements for fire suppression and protection resources?
 - How can the department influence those areas and agencies which have the most immediate and direct impact on how service needs are met? Have trends in building controls, water system improvements, and policies and programs in other critical areas kept pace with and supported the Department's fire protection activities?
 - Explore philosophies related to fire prevention and hazardous materials program improvements.

- We also believe that this initial task should include discussions with the City Manager and other key administrative staff as you deem appropriate. These interviews would focus on determining attitudes related to such areas as the following:
 - The Department's mix of services, programs and service level capabilities.
 - Key operating and financial pressures facing the Emergency Services Department, now and in coming years.
 - City philosophy toward mitigation fees.
 - Other issues, as appropriate.

The result of this task would be a list of the key issues to be addressed over the course of the project.

Task 2 -- Develop a Detailed Understanding of Current Fire and Emergency Medical Services Operations and Services.

The purpose of this task would be to develop a detailed profile of fire and emergency medical service workloads, service levels, and operations in order to provide a detailed data base which would support subsequent analysis of current public safety approaches as well as the effectiveness of alternate approaches. Major work steps involved in completing this task would be as follows:

- Develop an understanding of the organization of the Department of Emergency Services and staff roles and responsibilities, including:
 - Organization structure — full-time and volunteer staff.
 - Number and type of staff assigned to each unit.
 - Current staffing philosophies to include approaches to minimum staffing by station, unit and shift.
 - Basic job responsibilities and work time allocations of all administrative and command staff and other administrative and support personnel.
 - Basic lines of responsibility and authority running through the organization.

- Document personnel related data including: gross work hours given the current schedule, net available work hours given various time off factors, use of overtime, employee turnover, etc.
- Document basic fire/emergency medical service response policies and capabilities in the context of the call demand documented above:
 - How and when volunteers are called out to respond or provide station cover.
 - Role of paid staff on each type of call handled by the Department.
 - Role of volunteers on each type of call handled by the Department.
 - Working relationship with the private ambulance unit on emergency medical and traffic accident calls.
- Document and evaluate paid staff and volunteer training programs in terms of the following:
 - Basic training schedule and levels for both paid and volunteer staff.
 - Training standards.
 - Approach to performance evaluation for both paid staff and volunteers.
 - Training facilities available to support Departmental operations.
 - Content and performance targets related to all training programs.
 - Approaches currently employed to evaluate individual staff member and company proficiency as part of the overall training program.
- Document fire prevention programs and workload including:
 - How plan checks and inspections are handled for new development.

- Basic inspection activities currently accomplished by line staff.
- Status and content of current City codes and ordinances including provisions for built-in protection.
- Document how other functions are handled including hazardous materials management and disaster preparedness.
- Document and evaluate all major capital equipment available to support fire and emergency medical operations and services, including:
 - Apparatus (e.g., type, age, replacement targets).
 - Personnel equipment -- breathing apparatus, turnouts, etc.
 - Radio equipment.
 - On-apparatus equipment available to support Emergency Services Department operations including:
 - .. Lighting equipment.
 - .. Ventilating equipment.
 - .. Other special equipment.
 - Firefighter personnel equipment -- breathing apparatus, turnouts, etc.

Equipment and support items would be inventoried and evaluated in the context of appropriate standards. Finally, we would thoroughly document existing Departmental and City approaches to replacing fire apparatus to include financing approaches, timing, and other relevant information.

- Determine how the Department currently handles HAZMAT requirements including:
 - Hazard identification and inspection in the community.
 - Training level of paid and volunteer staff in the event of a HAZMAT situation.

- Determine how the Emergency Medical Services System currently functions, including level of training of Fire Department staff, and role of the private ambulance company in providing paramedic level response and transport services. This would include documenting demand and response times associated with ALS situations and any issues associated with the current service system.
- Document and evaluate working relationships with other fire service agencies in the Paso Robles area including structure and content of all automatic and mutual aid agreements. To accomplish this, we would 1) incorporate projections developed within the Mutual Aid Service Area of the County of San Luis Obispo; and 2) examine coordination with the County Office of Emergency Services and the California Department of Forestry (CDF).
- Document Department revenue generation including any fee and permit-related revenue, and identify source, and document revenue generation philosophy at the Department and City level.

Once these initial data collection activities have been completed, the project team will prepare a detailed written profile which presents our understanding of the Department's current approaches to operations as defined by each of the areas listed above. This Profile will be provided to you for circulation among Steering Committee staff for comment and to ensure the accuracy of our understanding of departmental operations. Once completed and reviewed, the profile information will provide the basis for analysis conducted and completed in subsequent study tasks.

Task 3 - Develop a Detailed Portrait of Fire Service Workload, Risk and Service Levels in Paso Robles.

To provide a basis for analysis of the effectiveness of current fire suppression operations, as well as to project likely future fire service demand in Paso Robles, it is necessary to develop a detailed understanding of both service levels, demand for service currently experienced by the Department, and major risk exposures in the community. We plan to document workload and service levels from several perspectives as follows:

- **Document Current Demand for Fire Services:** On a City-wide basis, develop broad indicators of call and unit response volume by major call type over the last five to ten years. Once collected, these data will be analyzed to assess the

extent to which various types of demand for service are changing in Paso Robles.

- **Document Current Service Levels:** Through analysis of dispatch records, incident reports, and other appropriate documents, develop a detailed profile of calls handled by the Department to include:
 - Response time for all Code 3 calls.
 - Type of call.
 - Amount of clock and staff time required to handle each call covered in the sample, including roles and responsibilities of in-house staff and the private ambulance provider.
 - Utilization of units including frequency of out of district first-in responses required because of concurrent calls, including impact on response time.
 - Out of jurisdiction responses including time required and impact on response capabilities.

- **Inventory and Assess the Emergency Risks Which the Paso Robles Emergency Services Department Faces in Protecting the City:** To provide a context in which to assess resource utilization and fire station location issues, the study also need to inventory and assess the magnitude and level of risks managed and faced by the Department by accomplishing the following:
 - Through interview with staff of the Department and review of documents, determine targeted fire flows by occupancy type and area of the City; Targeted response times; standard incident response policies by type of call; and the extent to which risks are formally addressed through enhanced codes and ordinances.
 - Work with the Emergency Services Department staff to review risk assessment inventories already developed — including, fire loss (life and dollar value) by response area of the City over the past ten years and data describing the structures and population protected in each response area of the City

The product of this task would be a series of descriptive and statistical matrices which will summarize workload, service levels, and risk by area of Paso Robles. This information will serve not only as the basis for understanding current and alternative risk management techniques, but also for identifying deployment and resource utilization issues in subsequent tasks.

Task 4 -- Project Likely Future Service Demand to be Faced by the Paso Robles Emergency Services Department.

The purpose of this task is to develop five, ten, and twenty year projections of call demand by type and various geographic areas within the Paso Robles service area, and to convert these projections of service demand into expected future field fire protection staffing and capital resource needs. Basic steps required to develop these projections include the following:

- Evaluate currently available population and land use projections focusing on future expected population and land use changes by census tract or other geographic area which can be related to both current and expected future station response areas throughout the Paso Robles service area including likely future annexations, if any.
- Based on the analysis above, convert population and land use projection data to growth expectations by station response area by one-year increment over a ten-year planning period.
- Review call demand, historical workload, and risk data previously collected and analyze relationships between population, structure type and composition, population density and age and other appropriate factors, and the volume of various types of service demands faced by the Department. Analyze these relationships in terms of current performance and historical trends observed over the last five to ten years.
- Based on the analysis conducted above, develop a set of quantitative projection assumptions which can be employed to convert population and land use projections into expected call demand by major geographic and response area within Paso Robles. Once these assumptions have been developed and quantified, population and land use projections will be converted into expected call demand by current and likely future station response area.

We would document the results of this task in the form of a progress report and present to and review with the project steering committee.

Task 5 -- Evaluate Current Goals for Meeting Existing and Projected Future Service Demand and Recommended Modifications, as Appropriate.

Once the analysis of existing workload, programming and service levels is complete and the project team has an understanding of future planning factors having the potential to impact future service needs, the project team will be in a position to evaluate alternative service goals and objectives to meet these anticipated demands. We will begin by developing an issue paper which outlines alternative fire service goals and objectives, research results, and compares these to current fire service goals, together with a preliminary indication of the cost implications of meeting these alternative goals.

We will then debate and discuss these alternative goals and objectives with the Project Steering Committee, and modify them, as appropriate, based on Committee reaction. Once this meeting has been completed, meeting and analytical results will be converted into a set of preliminary fire service goals and objectives to provide the basis for the remainder of the study tasks. These fire service goals and objectives should be expected to encompass the following key areas:

- Response time performance for all responding units in both fire and emergency medical situations, stated in a fashion which can provide the basis for evaluating performance and triggering addition(s) of stations and response units to maintain/meet service level targets.
- Unit maximum utilization targets to avoid concurrent calls reaching levels which compromise achievement of response time performance standards.
- Appropriate mix and utilization of full-time and volunteer line staff, given current and expected workloads.
- BLS and ALS service standards which can be employed to structure and evaluate options for Department delivery of BLS and, if appropriate, ALS level services in future years.
- Program objectives related to public education, hazardous materials, and other risk control activities in the fire prevention area.
- Preferred targets related to built-in protection including residential sprinklering.

- Performance targets related to staff training including desired certification levels, frequency of determining performance capabilities, and the like.
- Apparatus life-cycles, by type of unit, in both first line and reserve capacities.
- Service regionalization opportunities, if any.

Once completed, these standards and objectives will be employed to evaluate current operations and Departmental capabilities.

Task 6 -- Evaluate the Current and Future Station and Response Unit Network and Identify Appropriate Modifications.

Once the analysis of existing services and future service environment is completed, the project team will have the data base to evaluate the current and future station network. This task will involve the following:

- Evaluate existing response and service level policies in light of actual service demand faced by the Paso Robles Emergency Services Department. Identify opportunities to modify service policies (response time for selected types of calls and selected areas; response to non-emergency calls, etc.) and evaluate the impact of modification on both current and projected costs and departmental demands. Evaluate trade-offs between modification of current service levels or projected future service level targets and operating costs.
- Based on an understanding of demand and field resource unit deployment, evaluate existing company staffing policies, unit deployment and response approaches; and identify opportunities to reduce costs or improve staff utilization or service through adjustments in those policies both now and over the five, ten and twenty year increments of the planning period.

The products of this task will include the following:

- Basic fire suppression configuration necessary to meet response time objectives and handle structural fire risk in the community. Fire suppression requirements will be evaluated in the following terms:
 - Minimum on-duty staffing required to meet established goals and objectives.

- Specific apparatus configuration required to support on-duty staffing.
 - Response times to fires and emergency medical calls.
 - Level of medical care provided by the Department.
 - Identifying trigger points for expanding paid staff (based on incident frequency and response area modification).
 - Changes, if any, in the role and utilization of volunteers linked to the trigger points identified above.
 - Incremental apparatus and other major equipment requirements necessary to support the above.
- Detailed evaluation of alternative approaches in order to meet emergency medical service targets as growth occurs, including a potentially increased role for the Emergency Services Department in delivering emergency medical services; staffing and training implications of each alternative; and alternative roles for the private paramedic provider in light of the above.
 - Projected administrative and support staffing requirements associated with each alternative Emergency Services Department configuration.
 - Involvement of line staff in fire prevention inspections and public education.
 - Involvement in hazardous materials management.
 - Recommended adjustments for adding stations, companies, and apparatus considering the Departments workload and growth projections.
 - Projected facilities' apparatus and other related capital costs related to station network expansion or relocation adjustments over the planning period.

The results of Task 6 will be drafted in progress report form and reviewed with the Project Steering Committee in a major progress meeting.

Task 7 -- Evaluate Department Programs Which Focus on Risk Control and Support of Operations.

The purpose of this task is to evaluate and analyze those key programs which complement and enhance the fire suppression and emergency medical services programs analyzed in the first six tasks of the project.

- **Evaluate fire prevention policies and programs.** The purposes of this portion of the task are to thoroughly evaluate existing fire prevention policies, plans and operations, and to identify improvement opportunities. Basic steps required to complete this task include the following:
 - Evaluate the current policies, codes and ordinances related to fire prevention in Paso Robles and assess their impact on both current and projected future Emergency Services Department operations. Complete a review of current codes and ordinances related to building and development as well as recent development decisions, and assess their impact space on current and longer-range Department operations. This would include, but not be limited to, existing philosophies and practices related to requiring sprinklering systems in various types of buildings; requiring other types of built-in protection; levying development fees to mitigate fire protection costs related to major developments; and others.
 - The second major component of this task will involve evaluation of the operations, capabilities and productivity of staff related to prevention activities. Focuses of this analysis would include the following:
 - .. Conduct an in-depth review of Prevention activities to include staffing and utilization, scheduling and inspection frequency performance monitoring, and public information programs.
 - .. Evaluate key links between central fire prevention and other City development activities such as planning, building, and the like. Identify areas where links and coordination could be improved to upgrade overall fire prevention impact on a City-wide basis.
 - .. Evaluate field operations services in the fire prevention area. This would involve drawing on the results of our previous analysis of field service

workload and analysis of Fire Prevention programs and services to answer such questions as the following: (1) Are field company inspection activities properly managed? (2) What additional programs are needed to fill program gaps identified earlier in the study? (3) What type of staff are required to fill program gaps?

- .. Identify revenue enhancement options which have potential related to fire prevention programs and services. Include cost-recovery performance associated with existing fees and the potential to establish additional fees to support recommended programs and program enhancements.

- **Evaluate emergency planning and management programs.**

- Analyze scope and content of emergency preparedness program and identify program gaps and deficiencies.
- Evaluate the above in the context of projected community growth and identify additional, future planning requirements.
- Analyze state of coordination with other City and State agencies in the context of emergency preparedness planning.
- Identify additional program needs and evaluate staff skills and time availability necessary to address those needs.

- **Evaluate training and staff development systems and practices.** The project team will assess the positive features and improvement opportunities which may exist in recruitment, training and other related personnel management programs within the Paso Robles Emergency Services Department. In conducting these evaluations, we will document the processes used to advertise, screen and test candidates for positions at various levels; document how training needs are assessed and in-service training provided at the field unit level; and compare current recruitment, training and career development efforts with the best practices found in other progressive fire protection organizations. Issues to be addressed in these analyses will include the following:

Training

- Are training facilities consistent with Departmental needs?
- Are training services provided consistent with the needs of field operating units?
- Do opportunities exist to control or reduce training costs?
- What approaches or programs have potential in these areas?
- Do existing training programs focus on employee development as well as development and maintenance of basic fire protection tactical skills?
- Are there opportunities to enhance skills training program effectiveness through increased joint action with neighboring jurisdictions?

Personnel Systems

- Are recruitment and staff development strategies and activities based on a review of need for the Paso Robles Emergency Services Department including personnel needs to accommodate turnover and operations expansion? How proactive are current programs to attract highly qualified candidates?
- How are firefighter and other employee health and safety issues addressed? How is experience factored into changes to these programs?
- **Evaluate apparatus replacement schedules and financing pro-visions.** Draw on the results of previous tasks and evaluate current replacement cycles in the context of industry standards; increasingly stringent safety requirements; and documented operating and maintenance costs. Identify issues and recommend adjustments. Include impact on calculation of annual rental rates for apparatus replacement by unit type.

- **Develop and Evaluate Options for Expanded Emergency Services Department Involvement in the Emergency Medical Services System.**

Conduct a comprehensive analysis of steps which can be taken to enhance the cost-effectiveness of the current emergency medical services system in Paso Robles. Basic steps involved in this analysis will be as follows:

- Review the results of previous data collection activities and identify problems related to the existing system including the current approach employed to screen incoming requests for emergency medical services including protocols employed to make dispatch decisions.
- The impact of that current approach on duplicative or unnecessary dispatch of ALS and BLS units, and/or effective coordination of ALS/BLS units in the two-tier system.
- Service cost to consumers given fees and fee schedules employed by the current service provider.
- If appropriate, longer range potential to extend Department services to include transport.

Fully analyze the capital, initial training, and continuing operating costs associated with each option.

The results of Task 7 will be presented to and reviewed in detail with the project steering committee as a major progress report.

Task 8 -- Combine the Results of All Previous Tasks into a Comprehensive Final Report and Implementation Program.

Completion of all the tasks listed above will result in the preparation of all major planning recommendations. In this task, these recommendations will be translated into a multi-year implementation plan for use by Paso Robles in planning fire and emergency medical services for the five, ten and twenty year planning period. This implementation plan will consist of the following elements:

- A detailed set of recommendations for adjusting short-term operations; specific work steps required to implement each recommendation; recommended timing for implementation;

recommended responsibility for implementation; staff time to accomplish each; and any cost or savings impact associated with short-term adjustments.

- A multi-year capital program to include apparatus acquisition and replacement; specific recommendations related to how to finance recommended equipment replacements or acquisitions; if appropriate, a time-phased plan for station relocation and/or replacement including recommended timing, estimated cost, recommended location, and suggested financing plans.
- Specific proposals for revenue enhancements to offset specific program costs and operating requirements.
- A staffing plan consistent with adopted fire protection goals and objectives. The staffing plan would include consideration of both minimum staffing recommendations and overall staffing levels required to maintain those minimum manning levels.
- Specific, recommended adjustments to existing codes and ordinances related to mandating built-in protection for new construction and, where appropriate, retrofitting for specific types of occupancies, including a full evaluation of the impact of residential sprinklering on future operations and service effectiveness.

The results of each of the analytical steps described above will be documented in a final report which will be reviewed in draft with the Steering Committee. Once in final form, we will present the final report to the City Council, as you deem appropriate.

The work schedule which follows this page shows the projected time frame for completing the project as described in this section.

4. PROJECT ORGANIZATION AND STAFFING.

We propose to conduct the feasibility study with a two person team of senior professionals, each with extensive experience in analysis of fire service issues including consolidation studies, fire service master plans, management audits, station location studies and contracting versus establishing in-house fire department feasibility studies. Our team would be comprised of the following senior professionals:

John W. Heiss

Mr. Heiss has been a consultant to local government on the West Coast for twenty-five years and joined the management analysis division of DMG Maximus about five years ago. He is the national Director for Operations Improvement for DMG Maximus. Previously, he was one of the founding partners of Hughes, Heiss & Associates. He would serve as project director.

Mr. Heiss has had extensive project experience in analyzing fire service issues. He has analyzed fire service systems and alternative service delivery configurations, including consolidation for a number of counties including Monterey, Sonoma, Stanislaus, and Tulare Counties; and completed Fire Department consolidation studies for Oceanside, Carlsbad and Vista; Downey, Lynwood, and South Gate; Burlingame and Hillsborough; and the four cities and a fire district in South Snohomish County, Washington. He recently analyzed consolidation feasibility for Redwood City and the Menlo Park Fire Protection District. He developed a fire service master plan for Escondido and in the last several years, has completed fire master plans for Cloverdale, Hemet, Santa Rosa, and San Jose. Previously, he conducted management audits of the Paradise, Pasadena, Salt Lake City, San Clemente, and South Pasadena Fire Departments. He completed analyses of the feasibility of establishing in-house Fire Departments for Santa Clarita, Tustin and Moreno Valley; and evaluated fire service contracts for San Fernando, and Mill Creek and Normandy Park in Washington.

Mr. Heiss oversees the Management Studies practice in the West, which is headquartered in Burlingame, California — located just south of San Francisco International Airport.

Matt Dhillon

Mr. Dhillon is a manager with DMG and has more than eight years' experience consulting to local government. Mr. Dhillon has worked with more than fifty local government clients in the Western United States, of which more than thirty included reviewing Police and Fire Operations. Prior to joining DMG Maximus, he was a senior analyst with MSI. He would serve as project manager and lead analyst.

Over the last four years, he has worked extensively in the fire and emergency medical services area. Project experience includes evaluating suppression unit deployment and communications center operations of the Los Angeles Fire Department for the Mayor's Office; participating in the development of a fire service master plan for the City of Santa Rosa; and serving as lead analyst on our fire service master planning project for the City of San Jose. He worked with Mr. Heiss on a comprehensive management audit of the Pasadena Fire Department. He also played a lead

role in our management audit of the Hazardous Materials and Hazardous Waste Division of the Los Angeles County Fire Department. Finally, Mr. Dhillon recently participated in a feasibility analysis to consolidate fire service operations among four cities in North Orange County and eight cities and districts in East San Diego County.

Mr. Dhillon is located in Southern California and works out of the Irvine office.

5. PROJECT EXPERIENCE AND REFERENCES.

Over recent years, the firm and proposed members of the project team have conducted a number of studies relevant to this project. We have completed fire service related work for the agencies listed in the table below:

Client	Project	Client	Project
Albany, NY	Mgmt. Audit	San Jose, CA	Master Plan
Hilton Head, NC	Master Plan	Santa Rosa, CA	Master Plan
Los Angeles, CA	Staffing Analysis	San Mateo County	EMS Evaluation
Burlingame and Hillsborough, CA	Consolidation Feasibility Study	La Mesa and Lemon Grove, CA	Consolidation Feasibility Study
Pasadena, CA	Management Audit	Los Angeles County Fire	Management Audit of Health and HazMat Division
Redwood City and Menlo Park FPD	Consolidation Feasibility Study	San Clemente	Audit and Merger with OCFA
Lansing, MI	Management Audit	North Miami Beach	Management Audit and EMS Study

Listed below are representative projects and references in the fire service area for analyses including components comparable to issues to be addressed as part of the fire services analysis for Paso Robles.

- **Fire Service Consolidation Study for Redwood City and the Menlo Park FPD**

Analysis of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control.

Reference: Ed Everett
City Manager
City of Redwood City
(415) 484 - 8008

- **Fire Service Merger Study for the City of San Clemente**

Analysis of the feasibility of merging the San Clemente Fire Department with the Orange County Fire Authority.

Reference: Mike Parness
City Manager
City of San Clemente, (714) 361 - 8322

- **Master Plan for Santa Rosa Fire Department**

Developed comprehensive fire master plan including evaluation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plan; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.

Reference: Mr. Tony Pini
Fire Chief
(707) 543 - 3531

- **Fire Department Feasibility Study for Moreno Valley**

Fire Department feasibility study which involved projecting service demand; recommending service level standards and objectives; identifying revenue sources; and developing detailed facilities, staffing, and apparatus requirements including budgets for in-house fire departments for the City which was part of the Riverside County Fire Department.

Reference: Mr. Gene Rogers
City Manager
(909) 243-3020

- **Analysis of Consolidation Alternatives Available to the Heartland Fire Agencies**

Conducted feasibility analysis to determine consolidation options available among eight cities and districts in East San Diego County, including Alpine Fire Protection District, East County Fire District, Lakeside Fire Protection District, San Miguel Consolidated Fire Protection District, and the cities of El Cajon, La Mesa, Lemon Grove and Santee.

Reference: Mr. Kevin Eggleston
Fire Chief
San Miguel Consolidated Fire Protection District
(619) 670 - 0500 ext. 141

- **Analysis of Fire Service Delivery Alternatives Available to the Cities of Garden Grove, Buena Park, Stanton and Westminster**

Determined the financial feasibility of establishing a West County Fire Department to serve the City of Garden Grove and other West County cities currently served by the Orange County Fire Authority. The purpose was to determine if a West Orange County Fire Department approach provided a valid cost and service level alternative to the current system for the cities.

Reference: George Tindall
City Manager
City of Garden Grove
(714) 741 - 5100

6. PROJECT COST.

The table below shows our estimate of project cost including professional time and project expense.

Task	Staff Hours		Cost
	Heiss \$ 150/hr	Dhillon \$125/hr	
1 — Identify Key Issues Impacting the Delivery of Fire Services in Paso Robles Today and through the Planning Year 2020.	8	8	\$ 2,200
2 — Develop a Detailed Understanding of Current Fire and Emergency Medical Services Operations and Services.		30	3,750

Task	Staff Hours		Cost
	Heiss \$ 150/hr	Dhillon \$ 115/hr	
3 — Develop a Detailed Portrait of Fire Service Workload, Risk and Service Levels in Paso Robles.	4	12	2,100
4 — Project Likely Future Service Demand to be Faced by the Paso Robles Emergency Services Department.	8	20	3,700
5 — Evaluate Current Goals for Meeting Existing and Projected Future Service Demand and Recommended Modifications, as Appropriate.	8	16	3,200
6 — Evaluate the Current and Future Station and Response Unit Network and Identify Appropriate Modifications.	8	32	5,200
7 — Evaluate Department Programs Which Focus on Risk Control and Support of Operations.	4	30	4,350
8 — Combine the Results of All Previous Tasks into a Comprehensive Final Report and Implementation Program.	8	40	6,200
Subtotal Professional Time and Cost	48	188	\$ 30,700
Project Expense			
Travel and Subsistence			3,200
Communication/Report Production			100
Expense Total			3,300
PROJECT TOTAL			\$ 34,000

We are prepared to conduct the project as described in this proposal for a not-to-exceed price of \$ 34,000 for professional time and all reimbursable expenses. It is our practice to invoice monthly based on work completed during the period and would bill only for those expenses actually incurred.

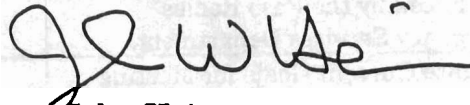
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We are prepared to complete the project as described within fifteen weeks of engagement. The services detailed in this proposal and the projected costs are valid for 180 days from the date in which it was issued. There are no conflicts of interest in providing the services outlined. Please call me at (650) 259 - 1200, or Matt Dhillon at (714) 525 - 2088 if you need any additional information.

Sincerely Yours,



John Heiss
Director

PROPOSAL

EVALUATION OF EMERGENCY SERVICES

PASO ROBLES, CALIFORNIA



***Emergency Services
Consulting Group***

...a subsidiary of the GLATFELTER INSURANCE GROUP
25200 SW Parkway Ave., Suite 3
Wilsonville, Oregon 97070
Call (800) 757-3724
Fax (503) 570-0522

APRIL 1999



Emergency Services Consulting Group

3565 Riverknoll Way • West Linn, Oregon 97068-3541 • (800) 757-3724 • Fax (503) 655-7778

April 9, 1999

Douglas R. Hamp
Chief of Emergency Services
1000 Spring Street
Paso Robles, CA 93446

Emergency Services Consulting Group (ESCG) is pleased to submit the enclosed proposal to provide professional services to the City of Paso Robles.

Project: Evaluation of the Department of Emergency Services

The firm's name, corporate headquarters, contact persons, telephone and fax numbers, and e-mail address are as listed below:

Firm's Name: Emergency Services Consulting Group

**Corporate Address: 25200 SW Parkway Avenue, Suite 3
Wilsonville, Oregon 97070-3541**

**Contact Persons: Jack W. Snook, President/CEO
Bruce W. Caldwell, Vice President
Phone: (503) 655-7775
FAX: (503) 655-7778
E-mail: escqearl@aol.com**

All office work will be conducted at the address listed above.

Thank you for considering ESCG. We are looking forward to working with the City of Paso Robles. Please do not hesitate to contact our office, listed above, if you have any questions.

Respectfully,

Jack Snook, President/CEO
Emergency Services Consulting Group

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ORGANIZATION PROFILE

Emergency Services Consulting Group is a subsidiary of The Glatfelter Insurance Group, which is also the parent company of VFIS of York, Pennsylvania. Jack W. Snook is the President/CEO and principal contact for **Emergency Services Consulting Group**.

Since 1976, **Emergency Services Consulting Group** has been involved in providing guidance and recommendations to fire and EMS agencies of all sizes throughout the United States, as well as in several foreign countries. Historically, over 90% of our customers have come back to us for additional consulting or educational support. As evidenced by our partial client list, **Emergency Services Consulting Group** has worked with many organizations over the years, giving us a tremendous knowledge and experience base.

Emergency Services Consulting Group's organization staff includes:

ADMINISTRATIVE STAFF:

Jack W. Snook	President/CEO	West Linn, Oregon
Bruce W. Caldwell	Vice President	McMinnville, Oregon
Janice Earl	Administrative Assistant	Wilsonville, Oregon
Katie Robinson	Reception/Clerical	Salem, Oregon
Don Milligan	Conference Coordinator	Monmouth, Oregon
Tom Siegfried	Marketing Director	Altamonte Springs, Florida
Thor Johnson	Projects Coordinator	Monmouth, Oregon

DIRECTORS

Bruce W. Caldwell	Fire	McMinnville, Oregon
Jerry R. Freshour	Criminal Justice	Monmouth, Oregon
Alec Jensen	EMS	West Linn, Oregon

REGIONAL MANAGERS:

Jim McFadden	Southwest Region	Atascadero, California
Stewart Rose	Northwest Region	Seattle, Washington
Richard Trexler	Southeast Region	Colfax, NC
Richard Wehter	Northeast Region	Hingham, Massachusetts
John Currie	Canada	Sidney, B.C.

ASSOCIATE MEMBERS:

Ron Anderson, Idaho	Kyle Gorman, Oregon	Dennis Merrifield, Florida
Frank Bordon, California	James Grady, Illinois	Roger Neal, Washington
Rodney Brown, Oregon	Randy Iverson, Oregon	Robert Stedman, WI
Paul Danko, Oregon	Jeff Johnson, Oregon	Mike Swanson, Oregon
Ken Dawson, Oregon	Conrad Kristensen, OR	Jonathan Williams, PA
Jim Davis, Oregon	Ron Lambert, Canada	
George Goldbach, CO	Jim Linardos, Nevada	

MISSION STATEMENT AND GUIDING PRINCIPLES

Mission Statement

“Serve and Perform with Quality in Mind”

...We will accomplish this by providing the highest value of consulting services and educational programs, utilizing a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, and emergency medical services issues and needs.

Guiding Principles

As Associates, we adhere to these guiding principles:

- Family and the importance of the family environment*
- *Honesty and integrity*
- *Quality and value*
- *Timely, honest/open communications*
- *A positive “Can-Do” attitude*
- *Respect for our customers*
- Teamwork*
- *Reputation and image*
- *The importance of enjoying our work*

FIRM'S QUALIFICATIONS AND EXPERIENCE

ESCG is considered by many to be the nations leading source of consultation and training for the emergency services. Since 1976, ESCG has met the needs of emergency services agencies providing fire, police and emergency medical services expertise. We also work directly for municipalities, nonprofit organizations and commercial providers of emergency services. Our expertise in Customer Centered Strategic Planning, Mergers and Consolidations, Emergency Services Evaluations, Health and Safety Evaluation, Executive Searches, Assessment Centers and customized consulting has helped improve emergency services in hundreds of communities. Our innovative training programs are improving the way organizations and people work.

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

Personnel assigned to this project are experienced emergency service practitioners who have engaged in an ongoing relationship with ESCG. Our consulting services are provided by a team of professionals, the project team, supervised by a project manager. Four full-time staff and clerical personnel support the project team and its manager. The combined resources ensure that you receive the best possible combination of professional attention.

All ESCG Field Associates are active practitioners in their respective fields. With many involved in highly visible and responsible national leadership positions. We understand your roles and responsibilities and often proven methods to improve your effectiveness.

ESCG brings to this engagement a seasoned technical assistance team with in-depth knowledge of all relevant aspect of fire and police dispatch system operations, economic, laws and public policy. The team's broad spectrum of experience will provide the Selectmen of Halifax with an independent and objective analysis of the desired scope of work. The ESCG project team is extremely well qualified to provide the policy board with the knowledge and information necessary to make an informed decision about system reengineering.

When engaged, all work progress is measured against a work plan, timetables, 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. Ultimately, Vice President Bruce Caldwell will be responsible for the timelines, quality and overall content of the final product.

PRINCIPAL OFFICERS AND TITLES

Jack W. Snook President/CEO

Jack W. Snook has served as the President of Emergency Services Consulting Group (ESCG) and Management Development Institute (MDI) since their initial inception in 1976. He carries with him over 21 years of consulting experience and 26 years of fire service experience. The vast majority of this work has been accomplished with municipalities, counties and special service districts. He has managed and directed hundreds of projects dealing with all aspects of local and regional governments. He has served as a mayor, city councilman, union president, and administered a fire agency with over 500 personnel and a 48 million dollar annual budget. He has served on numerous boards and has even been the recipient of a commendation from the President of the United States.

Chief Snook has an extensive educational background that includes an Associate Degree in Fire Science, a Bachelors Degree in Fire Administration and a Masters Degree in Public administration. He is a graduate of the Fire Services Administrator's Institute, the California Fire Officers Academy and serves as an adjunct faculty member for the United States Fire Academy. He has written several books including "Making the Pieces Fit" a book on cooperative service through consolidations, mergers and contracts; and "Recruiting, Training and Maintaining Volunteer Firefighters". He has developed several videotape series, which have been distributed nationally, and is a contributing author to ICMA's "Managing the Fire Service Today". He has guest lectured in 39 states and 7 foreign countries and was the keynote speaker at the 1994 International Association of Fire Chiefs worldwide conference.

PROFESSIONAL EXPERIENCE

- 13 years Jackson County (Oregon) Fire District No. 3
- 4 years Fire Chief of Lake Oswego (Oregon)
- 9 years Fire Chief of Tualatin Valley Fire and Rescue (Oregon)
(508 total personnel, 17 fire stations, protecting 310,000 residents)

MISCELLANEOUS EXPERIENCE

- City Councilman and Mayor - Central Point (Oregon)
- Fire Science Coordinator - Rogue Community College
- Adjunct Faculty Member - U.S. Fire Academy
- Board of Directors - Fire Service Facility Management Institute
- President - Management Development Institute, Inc.
- President - Emergency Services Consulting Group
- International Association of Fire Chiefs (IAFC)
- Western Fire Chiefs' Association
- Oregon Fire Chiefs' Association
- Metro Fire Chiefs' Association

ASSOCIATED PROFESSIONAL ACCOMPLISHMENTS

- President Ronald Reagan - Letter of Commendation
- Listed in "Who's Who in the West"
- Guest speaker and lecturer in 39 states, and seven foreign countries
- Author of several books and training video tape series
- Contributing Author in "Managing the Fire Service Today," ICMA
- National Fire Protection Association - Professional Standards Committee
- International Association of Fire Chiefs; Professional Development Committee - Past Chairman
- International Association of Fire Chiefs - Editorial Committee
- Oregon Fire Standards and Accreditation - Author, Consultant
- Oregon Intergovernmental Services Bureau - Advisory Board Member
- Oregon Incident Command System Taskforce - Past Chairman
- St. Mary's Home For Boys - Board Member
- IAFC International Conference - Program Chairman (1986, 1987, 1988, 1989)
- Oregon Golden Sparky Award - Recipient

Chief Snook's comprehensive background and experience in managing all types of studies, audits and technical reports are second to none in the industry. He has been involved in too many projects to list. A few of the more recent engagements he was responsible for as project manager include:

- **Reedy Creek Fire Department (Disney World), FL** - Operations and Efficiency Audit, Strategic Plan, Executive Search for Fire Chief and Officer Development
- **Oregon City Fire Department, OR** - Strategic Plan
- **Milwaukie Fire Department, OR** - Evaluation, Financial and Service Options
- **Washington Fire Commissioners Association** - Strategic Plan
- **Clackamas County Fire District No. 1, OR** - Merger Feasibility Study
- **Northern Jackson County, OR** - Merger Consolidation Study
- **Northshore Fire District, WA** - Merger Feasibility Study
- **Cowlitz County Fire District No. 2, WA** - Fire Department Evaluation
- **Clark County Fire District No. 1, WA** - Fire Department Evaluation
- **International Association of Fire Chiefs** - Strategic Plan

Bruce W. Caldwell
Vice President

Chief Caldwell has served with Emergency Services Consulting Group as a consultant since 1993 and became vice president in 1998. With over 27 years of fire service experience, he has served as Fire Chief of the Klamath Falls (Oregon) Fire Department for 8 years and was Fire Chief of the McMinnville (Oregon) Fire Department from 1988 until his retirement in 1998. The McMinnville Fire Department is a combination fire department employing 24 career and 100 paid on call personnel. The department's EMS system is one of the most progressive and busiest systems in Oregon.

EDUCATIONAL BACKGROUND

- BS Degree in Fire Administration – Western Oregon University
- Fire Services Administration Institute Graduate
- National Fire Academy Executive Development

PROFESSIONAL EXPERIENCE

Twenty years Klamath Falls (Oregon) Fire Department, eight years as Fire Chief

- Nine years Fire Chief, City of McMinnville (Oregon) Fire Department
- Five years Building District Administrator, City of McMinnville
- Vice President, Emergency Services Consulting Group

MISCELLANEOUS EXPERIENCE

- Fire Service Instructor - Rogue Community College
- Board Member, Chemeketa Community College Fire Protection Committee
- Vice Chairperson, Board of Public Safety Standards and Training
- Western Fire Chiefs Association
- Past President, Oregon Fire Chiefs Association
- Yamhill County Fire Chiefs Association
- User Board Chairperson, Yamhill County Communications Agency 9-1-1
- School Advisory Committee Member, Klamath Falls City Schools

PROFESSIONAL ACCOMPLISHMENTS

- Associate Field Representative, ESCG/MDI
- Advisory Board, Oregon Intergovernmental Services Bureau
- Chairperson, Fire Standards and Accreditation Board (Oregon)
- Chairperson, Klamath Lake Child Care Council
- Letter of Accomplishment, Governor Barbara Roberts (Oregon)

Chief Caldwell has directed and/or participated in a number of projects. Over the past three years, Chief Caldwell has been the project manager or supervisor for the following projects.

- **Okanogan (BC) Regional District – District Evaluation – eight departments**
- **St. Helens (Oregon) Fire District - District Evaluation/Strategic Plan**
- **Battle Creek (Michigan) Metropolitan Area Emergency Services - Feasibility Study - eight agencies**
- **Greater Greensboro (NC) Area Fire Agencies - Feasibility Study - five districts**
- **Scappoose (Oregon) Fire District - District Evaluation/Strategic Plan**
- **Northwest Whatcom County (Washington) Fire Agencies - Feasibility Study - four districts**
- **Douglas County (Washington) Fire District No. 2 - Fire District Evaluation**
- **Racine, Caledonia and Mt. Pleasant Fire Depts. (Wisconsin) – Feasibility Study**
- **Bangor, Brewer, Old Town, and Orono, Maine - Merger/Consolidation Project**

ASSIGNED PERSONNEL

Personnel that will be assigned to this project are anticipated to include:

Dr. Mike F. Swanson
Consultant, Project Manager

Dr. Swanson's has served with ESCG since 1997. His public service career began in 1973 as a deputy county attorney in Adams County, Colorado. He held a variety of posts including Land Development Director, Planning Director, Administrative Fire Chief, Finance Director, Budgeting Officer, and Public Works Director. He has additional experience in public financing organizational analysis and emergency communications.

EDUCATIONAL BACKGROUND

- Juris Doctorate, University of Iowa
- MA, University of Iowa
- BA, University of Iowa
- Graduate of Rocky Mountain Program for Senior Executives in State and Local Government, University of Colorado
- Graduate of Harvard Program for Senior Executives in State and Local Government, Harvard University
- Certified Trainer, Transition Management, William Bridges & Associates

PROFESSIONAL EXPERIENCE

- Five years as Assistant County Counsel, Adams County, Colorado
- Five years as County Administrator, Adams County, Colorado
- Two years as Senior Trust Officer, Municipal Finance, First Interstate Bank of Denver
- Ten years as County Administrator / Budget Officer, Clackamas County, OR
- One year as Interim Fire Chief, Milwaukie, OR

MISCELLANEOUS EXPERIENCE AND ASSOCIATIONS

- Past Member, Current Associate Member, ICMA
- Past Member, National Association of County Administrators
- Associate Member, Special Districts Association of Oregon
- Past Board Member, Harmony House
- Chair, Supporters of Lake Oswego Children, Lake Oswego School District
- Past Board Member, Lake Oswego School District Foundation
- Chair, Lake Oswego Citizens' Committee to Review City Boards and Commissions

Dr. Swanson has participated in a number of projects. His most recent projects include:

- **Okeechobee County Fire District (Florida)** – District evaluation with focus on district equality taxation.
- **City of Poulsbo Fire Department (Washington)** – Station siting and strategic plan
- **Snohomish County Fire District No. 8 (Washington)** – Strategic plan

As Project Manager, Dr. Swanson shall oversee, direct, coordinate and control all work activities engaged in this project. He shall provide liaison with the representative identified by the agency; be responsible for the content and quality of the report. He will be responsible for, but not limited to, all financial and impact analysis, and review of State and local laws, ordinances, regulations and contracts.

Bruce W. Caldwell

Vice-President, Project Supervisor

Qualifications are previously listed.

As the Project supervisor, Mr. Caldwell shall supervise specific work activities and participate in the accomplishment of critical objectives. He will participate in the analysis of data and information and assist with the drafting of the report. Ultimately, as Vice President of ESCG, Mr. Caldwell remains fully responsible for the timelines, quality and over content of the final product.

Jerry R. Freshour

Consultant, Project Member

Jerry Freshour has served with Emergency Services Consulting Group since 1995. He has participated in a wide range of projects, including Department Evaluations, Customer Centered Strategic Planning, Executive Searches and Assessment Centers.

Mr. Freshour retired in 1998 from a 27-year career in emergency services. He served as a Deputy Sheriff and later was employed at the Oregon Department of Public Safety Standards and Training. He left that agency, after a very successful 22 years, as the Deputy Director. This state department sets employment, certification and training standards for, and trains fire, police; corrections; parole and probation; communications officers; and private security. He brings a broad background of experience and knowledge to ESCG clients.

Mr. Freshour holds a Bachelor's Degree in Sociology and a Master's Degree in the Administration of Criminal Justice. He holds an Executive Certificate from the DPSST, the highest level of certification for public safety officers in the state of Oregon.

Mr. Freshour can add a unique perspective to your project. He is able to identify issues and concerns of all the emergency service disciplines and he is acutely aware of the needs and concerns of the governmental agencies involved.

Mr. Freshour has been the project manager a number of assignments. His most recent projects include:

Santiam Canyon Communications Center (Oregon) – An evaluation of a 21-agency communication center.

Mason County Fire District No. 5 (Washington) – District evaluation and Strategic Planning Process.

Oregon City Police Department (Oregon) – Department evaluation
City of Richland, Washington - Developed and administered an assessment center for the position of Emergency Communications Director.

Canby Fire District (Oregon) – Developed and administered an assessment center for the position of Fire Chief.

St. Helens Fire District (Oregon) – Developed and administered an assessment center for the position of Fire Chief.

Joseph D. Parrott
Consultant, Project Member

Chief Parrott has served with ESCG since 1998, bringing over 26 years of fire and emergency services experience. He directed the Gresham Oregon Fire District as an Assistant Fire Chief and Fire Chief from 1982-1998.

Chief Parrott has participated in a number of district evaluations and strategic plans. Currently, Chief Parrott is the Project Manager for the evaluation of eight districts in the San Gabriel Valley in east Los Angeles County.

EDUCATIONAL BACKGROUND

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

PROFESSIONAL EXPERIENCE

- 26 years diverse and progressive fire and emergency services experience
- 15 years as Fire Chief – Gresham, Oregon

MISCELLANEOUS EXPERIENCE

- Chairman, Regional Incident Command System Steering Committee
- Chairman Bureau of Emergency Communications Users Board
- Oregon Fire Chiefs Association
- International Fire Chiefs Association
- Oregon Fire Chiefs Association representative to the League of Oregon Cities
- Urban Interface Specialist, National Wildfire Incident Management Team
- Interim Community Development Director, Gresham, Oregon
- Budget Committee member, Centennial School District

ASSOCIATED PROFESSIONAL ACCOMPLISHMENTS

- Oregon Incident Command System Task Force
- League of Oregon Cities "Innovation Award"
- International Association of Fire Chiefs "Award of Merit"
- Oregon Jaycee's "Great Young Person"
- Created regional service delivery system - four cities and one fire district
- Created partnerships with local police agencies for water rescue and hazardous materials emergency response

Chief Parrott has participated in a number of projects. He currently is the team leader in the following projects:

- **San Gabriel Valley Fire Agencies (California)** – Organizational and Resources Inventory for eight departments in east Los Angeles County.
- **Polk County Fire District No. 1 (Oregon)** – District evaluation and strategic planning process.
- **Carmel Fire Department (Indiana)** – Station location Master plan.

As Project Team members, both Mr. Freshour and Mr. Parrott shall be responsible for gathering necessary information and data. They will participate in the analysis of information and the drafting of the report. Also, they will be required to perform delineated tasks in accordance with the dictates of the project work plan. They will be required to report progress on all assigned tasks and sub-tasks on a weekly basis.

PROJECT APPROACH

OVERVIEW

Our task is to develop a comprehensive evaluation of the Department of Emergency Services for the City of Paso Robles; project future fire and life safety demands and develops options and strategies for the City to address these demands.

The methods and tools used by **ESCG** have been created or adapted to meet the needs of fire and emergency medical services response agencies. These are not used in an “off-the-shelf” approach. Instead, they are customized to meet the department’s unique challenges and needs.

The **Fire Department Evaluation** is a comprehensive assessment of the current status of the organization, its programs, services, and practices. It is performed by experienced fire services professionals, and is comprehensive in scope. Specific areas of concern to the department will be highlighted for intense scrutiny and analysis. A plan will be developed for each specific area of concern, which will include issue description, parties responsible for implementing solutions, time lines for completion and methods for evaluating results.

We will interview key system stakeholders of the organization associated with this study. At a minimum, members of the project team will interview the elected officials, fire agency officials, labor representatives, and, as appropriate, neighboring fire agency representatives.

From these interviews, ESCG will obtain additional perspective on operational, economics and public policy issues facing the Department. In addition, the project team will learn more about availability of data to meet project goals.

The instrument utilized in evaluating the agencies is referred to an evaluation matrix. It has been developed over the past ten years taking into account NFPA standards, ISO grading schedule, national accreditation criteria, health and safety requirements, federal and state mandates relative to emergency services and general accepted practices within the fire service.

Specifics – Roles and Responsibilities

Our methodology requires commitment from client organizations. As our client, you agree to:

- **Make people and accurate information readily accessible.**
- **Assume responsibility for scheduling meetings and providing meeting space.**
- **Provide us with relevant background information and materials, including:**
 - ◆ **The recommendations from previous studies, if applicable**
 - ◆ **Applicable State and local laws, ordinances, regulations, contracts, etc.**
 - ◆ **Annual reports**
 - ◆ **Existing mission, goals and objectives**
 - ◆ **Department's operating budget, budget history and budget projections**
 - ◆ **Service demand and response time data**
 - ◆ **Relative collective bargaining agreement(s)**
 - ◆ **Revenue analyses**
 - ◆ **Station location maps**
 - ◆ **Land use and growth materials**
 - ◆ **Relevant contractual agreement(s)**
 - ◆ **Relevant outstanding tort claims against the City and its Fire Department**
 - ◆ **All available reports on staff, operations, organization, salaries, relevant codes, and financial reports**
 - ◆ **Relevant community planning documents**
 - ◆ **Historical data on service calls in a computer readable format**
 - ◆ **An inventory**
 - ◆ **Training records**
 - ◆ **City and Department policy and procedure manuals and any employee handbooks**
 - ◆ **The most recent demographic data available**
 - ◆ **Relevant maps**
 - ◆ **Any other information which may be necessary for the successful completion of the Study**

In return, as consultants we contract to:

- **Develop an evaluation of the Emergency Services Department's ability to serve the growth and development anticipated over the next twenty (20) years.**
- **Develop alternative delivery options for each identified service.**
- **Scope, location and future considerations of physical facilities and equipment**
- **Seek full and accurate information to illuminate all aspects of the implementation process.**
- **Identify cost, benefits and drawbacks of each option, facility and equipment.**
- **Identify opportunities for cost recovery / revenues.**
- **Develop service delivery scenarios (2-3) with cost/benefit analysis.**
- **Help leaders act in the best interests of organizational improvement by helping them collect and analyze information.**

Maintain strict confidence between consultants and organizational members; we facilitate a voluntary sharing of all relevant information as we enhance communication processes.

- Integrate our extensive experience with unique considerations of the City of Paso Robles, to assist in design and implementation of solutions.
- Coordinate and consult with County Office of Emergency Services and California Department of forestry (CDF).
- Hold at least one (1) public information workshop.
- Attend six (6) staff level meetings with the City and/or various agencies and three (3) Council-level presentation meetings.
- Review all existing studies and background information.
- Preparation of necessary maps.
- In addition, at a minimum we will explore ten key areas. They are:
 - ◆ Fire suppression
 - ◆ Basic life safety and paramedic services
 - ◆ Business and other fire safety inspections
 - ◆ Code enforcement (including nuisance abatement, weed abatement, blight elimination)
 - ◆ Public education
 - ◆ Disaster preparedness, response and recovery
 - ◆ Clerical / Office support, including data systems entry and maintenance
 - ◆ Staff training / career and volunteer
 - ◆ Equipment and facility maintenance
 - ◆ Mutual aid response to surrounding unincorporated areas.
- Administrative draft of the Analysis (4 copies)
- Public Review Draft (20 copies)
- Final Draft Analysis (20 copies)

MANAGEMENT AND OPERATIONS ANALYSIS

In general, this effort will provide a comprehensive evaluation of current conditions in order to provide direction and technical assistance to the fire department and elected officials.

A detailed outline of areas to be evaluated follows

Objective No. 1: Organization Overview

An overview of the organization shall be developed outlining:

- Responsibilities and lines of authority
- Attributes of successful organizations
- History and formation of the department
- General description of the department today

Objective No. 2: Management Component

The District's management systems will be analyzed and recommendations to improve management systems will be developed. Areas to be evaluated include:

- Mission, vision, strategic planning, goals and objectives
- Adequacy of policies, rules, regulations, etc.
- Critical issues
 - Challenges of the future
- Internal and external communications
- Decision making process
- Budgets, revenue considerations and funding options
- Organizational structure
 - ◆ Chain of command
 - ◆ Duties and responsibilities
- Security
- Reporting and records
- Document control
- Capital replacement and improvement

The current organization structure shall be documented outlining the chain of command and primary duties and responsibilities of each position. In addition, recommendations shall be made pertaining to future requirements and/or necessary change.

Objective No. 3: Personnel Management

The personnel management program shall be reviewed, focusing on:

Labor-management relationship and issues

- Compensation
 - ◆ Pay structure
 - ◆ Incentive pay program
- Policies, rules, regulations, manuals and handbooks
- Personnel development
- Reports and records
- Disciplinary process
- Counseling services
- The application and recruitment process
- Testing, measuring and promotion process
- Health and safety

Objective No. 4: Staffing

The District's staffing levels will be evaluated. Areas to be considered include:

Administration and support staff

- Suppression staff
- Current deployment of personnel

- Future personnel requirements
- Utilization of career and volunteer companies
- Responsibilities and activity levels of personnel

Objective No. 5: Planning for Fire Protection

The District's planning process shall be analyzed and processes for developing the Master Plan for Goal II shall be identified. Key components of this objective include:

- Organizing for the planning process
- Review and evaluate the adequacy of the current planning process
- Make recommendations relative to future planning needs
- Identifying critical issues and analyzing current and future services

Objective No. 6: Service Delivery Systems

We will review and make recommendations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Response time
- Station locations and needs
- Projected community development and growth
 - ◆ Expansion options
 - ◆ Expansion cost-benefit analysis
- Risk analysis, including relationships between personnel, fire flow, equipment, training levels, capabilities and response time
- Incident control and management

Objective No. 7: Training Program

We will review and make recommendations in critical areas involving training. Items to be reviewed include:

- Overall rating
- Training Division personnel
- Training schedule
- Training facilities
- Training program goals and objectives
- Motivation for training
- Methodology utilized for training
- Company operations and performance
- Type of reinforcement utilized
- Personnel to be trained
- Administrative priority
- Employee attitudes towards training

Objective No. 8: Fire Prevention and Public Education Programs

We will review and make recommendations regarding the overall delivery and effectiveness of current and future fire prevention and public education activities.

Areas to be reviewed include:

- Code enforcement
 - ◆ Appropriateness of codes
 - ◆ Fire inspections
- New construction inspections and involvement
- Fire safety education
- Fire investigations
- Statistical data collection and analysis

Objective No. 9: Facilities, Apparatus and Equipment

We will evaluate and make recommendations in areas critical to station locations, apparatus and equipment. Items to be contained in the report include:

- Facilities analysis
 - ◆ Current locations
 - ◆ Condition
 - ◆ Future location(s) and needs (response to growth)
 - ◆ Analysis of the impact of potential expansion of the department
- Apparatus and equipment inventory
 - ◆ Condition
 - ◆ Future needs and requirements
- ISO considerations

Objective No. 10: Capital Improvement Plan

We will identify current and future needs relative to the purchase of necessary capital improvement items including:

- Stations
Apparatus
- Support equipment
Methods of financing capital needs

Objective No. 11: Contract Administration

We will review and make recommendations relative to contracts with other agencies, to include:

- Intergovernmental relationships and agreements
 - ◆ Availability
 - ◆ Strengths and Weaknesses
 - ◆ Projected needs
 - ◆ Future intergovernmental agreements
- Compensation (if applicable)
Alternatives to the department

Objective No. 12: Plan of Implementation

A plan of strategies and implementation shall be developed to address issues and concerns arising as a result of this evaluation. This plan shall include:

- Major projects/issues
- Responsible parties
- Timelines for completion
- Methods of evaluating results

FINAL REPORTS AND DELIVERABLES

ESCG will be responsible for the following deliverables:

1. A technically and professionally competent and well-documented fire department evaluation detailing the City's options for service delivery over the next 20 years.
2. Monthly progress and status reports to the designated contact person including:
 - A summary of work completed during the previous month
 - Discussion of any significant problems encountered or issues arising from the project
 - Percentage of project completed
3. Four (4) copies of the Administrative Draft will be provided to be reviewed by City staff.
4. Twenty (20) copies of the Public Review Draft including findings and recommendation will be presented to the City Council of the City of Paso Robles.
5. Final Draft Analysis ("camera ready" form and on 3.5-inch IBM compatible diskette(s) in MS Word 6.0 format). Any spreadsheet information shall be provided on 3.5-inch IBM compatible diskette(s) in MS Excel 6.0 format. Any maps and/or drawings shall be in AutoCAD (Release 14).
6. We will be available to provide ongoing assistance to the City of Paso Robles during the implementation phase of the project and for future revisions of the Plan. We will be available on an as-needed basis for a fee to be negotiated separate from this proposal.
7. This proposal is good for one-hundred eighty (180) days after it is received.

COST QUOTATION

Fee Structure

Phase 1: Gather Background Information

Project Manager	18 hours
Project Members	96 hours

Phase 2: Meet With Key Project Representatives

Project Manager	14 hours
Project Members	7 hours

Phase 3: Interview Key Officials

Project Members	5 hours
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Phase 4: Conduct Field Observations and On-site Evaluation

Project Manager	18 hours
Project Supervisor	12 hours
Project Members	56 hours
Technical Support	13 hours

Phase 5: Interview Key Officials in Neighboring Jurisdictions

Project Members	35 hours
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Phase 6: Finalize Data Collection

Project Manager	31 hours
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Phase 7: Analyze Data

Project Manager	18 hours
Project supervisor	12 hours
Project Members	36 hours
Technical Support	15 hours

Phase 8: Prepare Draft Report

Project Manager	35 hours
Project Supervisor	12 hours
Technical Support	6 hours
Clerical Support	38 hours

Phase 9: Prepare Final Report

Project Manager	14 hours
Project Supervisor	5 hours
Technical Support	8 hours
Secretarial Support	25 hours

Phase 10: Deliver Final Report

Project Manager	14 hours
Project Supervisor	5 hours

TOTAL HOURS, HOURLY RATE AND TOTAL COST BY STAFF POSITIONS:

Position	Hours	Rate	Cost
Project Manager	162	\$95.00	\$15,390.00
Project Supervisor	58	\$70.00	\$ 4,060.00
Project Members	223	\$60.00	\$13,380.00
Technical Support	42	\$55.00	\$ 2,310.00
Clerical Support	63	\$20.00	\$ 1,260.00
Sub-Total	546		\$36,400.00
Expenses			\$ 3,600.00*
Total Bid			\$40,000.00

*Expenses listed as a "not to exceed" figure includes travel, lodging, meals and printing. We anticipate a minimum of three trips to Paso Robles including the final presentations.

Payment schedule:

- 25% payment due within 21 days of signing of contract
- 25% payment due upon receipt of the Administrative draft of the analysis
- 25% payment due upon receipt of the Public Review Draft
- 25% payment due upon receipt of invoice after delivery of the final Draft Analysis

GENERAL REQUIREMENTS

1. **Emergency Services Consulting Group** shall not assign or sublet the whole or part of the contract without prior written consent of the client(s).
2. **Emergency Services Consulting Group** will agree not to refuse to hire, discharge, promote, demote or to otherwise discriminate in matters of compensation against any person otherwise qualified, solely because of age, race, creed, color, sex, national origin, ancestry or handicap.
3. **Emergency Services Consulting Group** is a subsidiary of The Glatfelter Insurance Group, which is also the parent company of VFIS, York, PA. **Emergency Services Consulting Group** will provide all required certificates of insurance coverage or bonds upon award of contract.

4. **Emergency Services Consulting Group** is the t/a name of MDI Consulting Group, Inc., a Pennsylvania corporation. Contracts for service and products are issued in the name of the former.
5. All instruction and consultation provided by employees of **Emergency Services Consulting Group** is provided to the recipients of such service without guarantee of fitness or applicability to any particular setting or circumstance. The advice, consultation, or education provided is for the use of the purchaser and/or participant and the decision to employ the processes or procedures identified are at the sole discretion of the purchaser or participant.

INSURANCE

Emergency Services Consulting Group is a division of Glatfelter Insurance Group, parent company of Volunteer Firemen's Insurance Services, York, PA.

Under this agreement, Emergency Services Consulting Group is self-insured well in excess of \$1,000,000.00.

Emergency Services Consulting Group will provide all necessary certificates of insurance coverage upon award of contract.

ENGAGEMENTS WITH OTHER GOVERNMENT ENTITIES

During the past three years, ESCG has completed over 25 single and multi-fire agency assessments and strategic planning processes. Recent engagements include:

Battle Creek (Michigan) Metropolitan Area Fire Agencies - 1998

ESCG conducted an evaluation of five career and combination fire agencies and two public safety agencies. The study included the evaluation of suppression, EMS, and rescue delivery systems, and their emergency dispatch systems. Five of these agencies completed a strategic planning process facilitated by ESCG in January 1999. This project was completed within projected costs.

Contact: Rob Young, President/CEO
Battle Creek Area Chamber of Commerce

Phone: (616) 962-4076

Greensboro (North Carolina) Area Fire Agencies - 1998

ESCG conducted an evaluation of five career and combination emergency services agencies including suppression, rescue, EMS, and emergency communications for the possible merger/consolidation of some or all of the agencies. These agencies are currently involved in a strategic planning process facilitated by ESCG. This project was completed within projected costs.

Contact: Deputy Chief Brad Cox
Greensboro Fire Department

Phone: (910) 373-2187

Central Okanogan Regional District, British Columbia - 1998

ESCG was contracted by the Central Okanogan Regional District (CORD) to evaluate four municipal combination fire departments and four volunteer departments managed by CORD, make recommendations and develop an implementation plan. This project was completed within projected costs.

Contact: Jerry Zimmerman, Fire Chief
Kelowna Fire Department

Phone: (250) 860-6419

New Hanover County (North Carolina) Fire Agencies –1998

ESCG was contracted to evaluate eight all volunteer organizations, make recommendations, develop strategies and develop an implementation plan for future improvements. This project was completed within projected cost. New Hanover contracted with ESCG for additional implementation facilitation.

Contact: Philip Kouwe, Fire Service Administrator
New Hanover county

Phone: (910) 341-7420

DISCLOSURE STATEMENT

ESCG has no prior relationship with any member of the City of Paso Robles and is free of any real or perceived conflicts of interest or personal interest that may affect this project.

STATEMENT OF AVAILABILITY

ESCG is available to start this project in the time frame as outlined in the RFP. We will engage sufficient numbers of personnel from our network of experienced consultants so as to ensure the project is completed on time and within the parameters described.

CONCLUSION

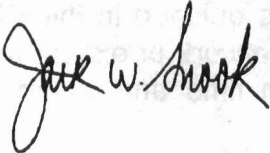
ESCG is very excited about this project. The opportunity to assist in the future planning of providing quality emergency services to the City of Paso Robles is indeed welcomed. Clearly, we have the tools and expertise to provide you with a product that will enhance the City of Paso Robles's ability to serve its community in the years to come.

ESCG is considered to be the nations leading expert in the area of evaluations, cooperative effort, contracts, consolidation and mergers and strategic planning of emergency service agencies. Factors, which would support this claim, include:

1. ESCG has an exclusive contract with IAFC (International Association of Fire Chiefs) to teach their cooperative effort workshops worldwide.
2. ESCG has work with over 100 agencies nationwide, consulting on various emergency services issues.
3. All ESCG project members assigned to your project have personally been involved in several evaluations and strategic planning processes.
4. The formal education of all project members is related to emergency services, public administration and government in general.
5. The ESCG project team brings over 125 years of public safety experience together to work on your project.

We look forward to meeting you and assisting the City of Paso Robles in this endeavor.

Submitted By:
Emergency Services Consulting Group



Jack W. Snook, President/CEO

PROPOSED PERSONAL SERVICES CONTRACT

This agreement made this _____ day of _____, 1999, by and between City of Paso Robles and **Emergency Services Consulting Group (ESCG)**, doing business as a corporation in York, Pennsylvania, hereinafter called **ESCG**.

WITNESSETH:

That for and in consideration of the payment and agreements hereinafter mentioned and attached to be made and performed by the fire department and **ESCG**, hereby agree to commence and complete the consultation and to provide the work described in the proposal and comply with the terms of the contract documents for the:

Fire Department Evaluation

Hereafter called the "project" for the sum of \$36,400.00 and expenses for lodging, travel and meals, not to exceed \$3,600.00. Total bid for services \$40,000.00.

ESCG will furnish all labor and other services necessary to complete the work relating to and including the development and administration of the planning process. **ESCG** hereby agrees to perform the work as specified by the fire department.

The City of Paso Robles shall pay **ESCG**:

- 25% payment due within 21 days of signing of contract
- 25% payment due upon receipt of the Administrative Draft of the Analysis
- 25% payment due upon receipt of the Public Review Draft
- 25% payment due upon receipt of invoice after delivery of the Final Draft Analysis

This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.

The laws of the State of California shall govern this agreement.

This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. Either party has relied upon no inducements, concessions or representations of the fact, except as set fourth in this agreement and the **ESCG** proposal.

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

City of Paso Robles

Emergency Services Consulting Group

By: _____
signature

By: _____
Jack W. Snook, President/CEO

PARTIAL CLIENT LIST

Alabama Fire Chiefs' Association
Alaska State Department of EMS
Alaska Fire Chiefs' Association
AMS, MA
Amity Fire District, OR
Anne Arudel County, MD
Applegate Valley FD No. 9, OR
Armstrong, B.C. Canada
Auburn F.D., WA
Aurora F.D., OR
Bainbridge Island, WA
Bangor Fire Department, ME
Banger Nuclear Sub. Base, WA
Battle Creek, MI. area F.D.'s
Beavercreek Fire Department, OR
Beaverton, OR
Bellevue Fire Department, WA
Bend Fire Department, OR
Benton County Fire Dist. No. 4
Black Diamond Fire District, WA
Boise Cascade Corporation
Boise Fire Department, ID
Boring Rural Fire Protection District
Brenham F.D., TX
Brewer Fire Department, ME
Burrill Lumber Co., Medford, OR
CA Instructor's Association
California Fire Districts' Association
Calhoun Comm. Center, CO
Charleston RFPD
Chesterfield Fire Department, VA
City of San Mateo, CA
Clackamas Co. Fire Dist. No. 1, OR
Clark Co. F.D. No. 1, WA
Clark County Fire District No. 2
Clark County Fire District No. 3
Clark County Fire District No. 4
Clark County Fire District No. 5
Clark County Fire District No. 6
Cohasset Fire Rescue Dept., MA
Colorado Fire Chiefs' Association
Coos Bay Fire Department, OR
Corvallis Fire Department, OR
Cowlitz County Fire District No. 2
Dallas Fire Department, OR
Deland Fire Department, FL
Devils Lake Fire Department, OR
Dive Rescue International, CO
E.M.S. Council, WA
Ellensburg Fire Department
Estacada Fire Department, OR
Fairbanks Fire Department, AK
Fairfax County Fire and Rescue, VA
Fall City Fire Department, WA
Fallon Fire Department, NV
Farmington Hills Fire Dept., MI
FL Training Officers' Association
Florida Fire Chiefs' Association
Fort Lewis Military Inst., WA
Fort Lewis, WA
Foster City Fire Department, CA
Frankfort Fire Department, IL
Garland Fire Department, TX
Gaston Fire District, OR
Gushen Fire Department, OR
German Township Fire Dept., IN
Greensboro Fire Department
Greenwood Fire Department, IN
Hanover, Germany
Heminston Fire & Emergency, OR
Hingham Fire and Rescue, MA
Hoodland Fire District, OR
Hull Fire/Rescue and Emergency
I.C.M.A.
Idaho Division of Vocational Ed.
Illinois Fire District Association
International Assoc. of Fire Chiefs'
Int'l. Soc. of Fire Service Institute
Int'l. Training Services Institute
Jackson Co. Fire Dist. No. 3, OR
Jackson Co. Fire Dist. No. 4, OR
Jackson Co. Fire Dist. No. 6, OR
Kent Fire Department, WA
Ketchikan, AK
King Co. Training Officers, WA
King Co. F.D. #40, WA
King Co. Juvenile Authority
Kingwood Fire Department, TX
Kirkland Fire Department, WA
Kitsap County, WA
Klamath Falls, OR
Kodiak F.D., AK
Lake Tahoe Fire Department
Lansing Fire Department, MI
Lebanon Fire Department, OR
Lewis County, WA
Longmont Fire Department, CO
Loveland Fire Department, CO
Lyons Fire District, IL
Maine Fire Chiefs' Association
Malaspina College, Nanaimo, B.C.
Maryland Firefighters' Association
Mason Co. F.D. #5
Mentor Fire Department, OH
Michigan Fire Chiefs' Association
Minnesota Mining and Man. Co.
Minnetonka Fire Department, MN
Missouri Fire Chiefs' Association
Mokena Fire Protection Dist., IL
Montgomery County, MD
Montgomery County, PA
Montgomery County, TX
Nanaimo Fire Department, B.C.
Nat'l. Vol. Firefighters' Association
Nestucca Rural Fire Dept., OR
New Lenox F.P.D., IL
New York Fire Chief's Assoc.
New Hampshire Fire Chiefs' Assoc.
Newton Fire Department, KS
Nichol Corporation
Northshore Fire Dept.
Norwell Fire Department, MA
Okcechobee F.D., NC
Old Town Fire Department, ME
Olympia Fire Department, WA
Oneco Fire Department, FL
Oregon City F.D., OR
Oregon City Police Dept., OR
Oregon Fire Chiefs' Association
OR Fire Standards & Accreditation
Oregon State Police
Oregon Training Officers' Oregon
Oregon Fire Dist. Dir. Assoc.
Oregon Vol. F/F Assoc.
Oro Valley (Town of)
Orono Fire Department, ME
Pacific Fire Department, WA
Pacific Power and Light Company
Palm Beach Co. Training Officers
Palm Beach Co. Fire & Rescue
Paris Community Fire Dist., IL
Plainfield/Rockford, MI
Polk Co. Fire District No. 1, OR
Port Townsend Fire Dept., WA
Port Moody F.D., BC
Ponderosa F.D., TX
Post Falls Fire Protection District
Prince George Fire Dept., B.C.
Private Satellite Network, Canada
Pullman Fire Department, WA
Racine, WI Fire Dept.
Reedy Creek, FL
Richland Fire Department, WA
Riverside Fire Department, IL
Roanoke Fire Department, VA
Rochester Fire Dept., NY
Santiam Comm. Center, OR
San Juan Fire Department, WA
Scappoose Fire Dept.
Scituate Fire Department, MA
Seattle Fire Department, WA
Silverton Rural Fire Prot. Dist., OR
Skagway Fire Department, AK
Snohomish Co. #8
Snohomish County Fire Dist. No. 4
Spokane County Fire Dist. No. 1
Spokane County Fire Dist. No. 4
Spring F.D., TX
Stayton Fire District, OR
St. Helen's Fire Dept.
St. Paul Rodeo, OR
Sublimity Fire Department, OR
Surrey Fire Department, B.C.
Tahoe City Fire District, CA
The Dalles Fire Department, OR
Thurston County Fire Dist. No. 9
Truckee Meadows Fire Dist., NV
Tualatin Valley F.D., OR
U.S. Forest Service
U.S. Fire Administration
United States Information Agency
United States Postal Service
United Telephone Company
Utah Fire & Rescue Academy, UT
Vancouver Fire Department, B.C.
Vancouver Fire Dept., WA
Vol. Firefighters' Association
Vol. Firemen's Insurance Services
Walla Walla Fire Department, WA
Warrenton Fire Department, OR
Wasco Rural Fire Dept., OR
Washington Fire Chiefs' Assoc.
Wakesha Co. Technical Inst., WI
Waterville Fire Department, ME
Wayne Township Fire Dept., IN
Western Fire Journal
Western Fire Chief's Assoc.
Woodinville Fire & Life Safety Dist.

"SUCCESS IS A TEAM EFFORT"



E S C G
Custom Solutions to Complex Issues

EMERGENCY SERVICES CONSULTING GROUP

(ESCG) is a nationally known and respected consulting and training organization which has been providing professional services to the emergency service professional in almost every state and several foreign countries for over twenty-five years.

ESCG acquired Management Development Institute in 1995. The resulting combination of resources enable a wide variety of programs covering current and anticipated fire, police and emergency medical service issues and needs. ESCG's philosophy is to maintain an active involvement within the emergency service disciplines it services, in order to stay abreast of the rapid changes and issues that our clients face.



Emergency Services
 CONSULTING GROUP

a subsidiary of the Glatfeller Insurance Group

PRODUCT SERVICES

- Customer Centered Strategic Planning
- Fire/Police Department & EMS Agency Evaluations
- Merger/Consolidation Feasibility & Implementation
- Executive Search & Assessment Centers
- Health & Safety Evaluation (NFPA 1500)
- Strategy and Tactics Tabletop Simulator Training
- Command and Control of Major Operations
- Emergency Vehicle Driver Training Program
- Quality Management & Re-engineering
- Custom Designed Workshops

Emergency Services Consulting Group

"Expect Excellence"

- Over 22 years in business serving the public safety profession
 - Consultants nationwide and in Canada to serve you
 - Highly qualified, experienced consultants
 - Services customized to meet any need
 - The highest reputation and image
 - Guaranteed quality products
 - Maximum value

Our team approach to providing solutions to complex problems is available to a broad spectrum of public safety practitioners.


- Fire service agencies
 - Emergency medical service providers
 - Law enforcement agencies
 - Telecommunications
 - Private Security
 - City, county and state entities
 - Private providers

Call our expert team today to discuss how we may be able to assist you. You'll be talking to the company who truly believes that *"Success is a Team Effort"*

Visit our website: www.escg.com

Memorandum

To: James L. App
City Manager

From: Doug Hamp, Chief 
Department of Emergency Services

Date: March 12, 1999

Re: Fire Department Study

Attached please find a copy of the:

- RFP for the Department Study (proposals due Monday, April 12, 1999)
- sample cover letter sent to the consultants on March 10, 1999
- names and addresses of the RFP recipients

I have included a packet for the City Council members, as well.

If you have any questions, please call me.

Analysis of Emergency Services Needs and Options for the City of Paso Robles

RFPs were mailed to the following companies on March 10, 1999,
with a deadline of
Monday, April 12, 1999:

Bruce W. Caldwell, Vice President
Emergency Services Consulting Group
3565 Riverknoll Way
West Linn, OR 97068-3541
(800) 757-3724 Fax (503) 655-7778

Joseph J. Fitch, Ph.D., President
Fitch & Associates, LLC
303 Marshall Road, Box 170
Platte City, MO 64079-0170
(816) 431-2600 Fax (816) 431-2653

Matt Dhillon, Manager
DMG Maximus
617 North Casa Blanca Dr.
Fullerton, CA 92832
(714) 525-2088 Fax (714) 525-2068



City of El Paso de Robles

Citizen Owned, Citizens Involved

Douglas R. Hamp, Chief

March 10, 1999

Bruce W. Caldwell
Vice President
Emergency Services Consulting Group
3565 Riverknoll Way
West Linn, OR 97068-3541

Dear Mr. Caldwell:

We are pleased to advise you that your company has been selected to receive a Request for Proposal for conducting a study of the Department of Emergency Services for the City of Paso Robles, California. The information you provided to us on October 12, 1998 highlighted your company's previous qualifications, experience and understanding of the study to be undertaken. This makes you a strong candidate for the RFP process.

The attached Request for Proposal (RFP) includes:

- Introduction and Submittal Information
- Existing information about the City of Paso Robles
- Preliminary scope of work
- Expected work outputs
- Consultant format needs
- Contractor General Expectations
- Anticipated Work Schedules
- Proposal Information
- The Selection Process
- Agency Contact Information
- Organizational Background information

In addition, the city is in the process of constructing a new public safety center for fire and police operations. The facility will provide separate space for both functions, as well as a communications center and Emergency Operations Center (EOC). Reference materials can be made available should the need arise.

We look forward to reviewing your proposal as it relates to the aforementioned criteria.

Sincerely,

DOUGLAS R. HAMP
Chief of Emergency Services



City of El Paso de Robles

Citizen Owned, Citizens Involved

Douglas R. Hamp, Chief

March 10, 1999

Joseph J. Fitch, Ph.D.
President
Fitch & Associates, LLC
303 Marshall Road, Box 170
Platte City, MO 64079-0170

Dear Dr. Fitch:

We are pleased to advise you that your company has been selected to receive a Request for Proposal for conducting a study of the Department of Emergency Services for the City of Paso Robles, California. The information you provided to us on November 4, 1998 highlighted your company's previous qualifications, experience and understanding of the study to be undertaken. This makes you a strong candidate for the RFP process.

The attached Request for Proposal (RFP) includes:

- Introduction and Submittal Information
- Existing information about the City of Paso Robles
- Preliminary scope of work
- Expected work outputs
- Consultant format needs
- Contractor General Expectations
- Anticipated Work Schedules
- Proposal Information
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We look forward to reviewing your proposal as it relates to the aforementioned criteria.

Sincerely,

DOUGLAS R. HAMP
Chief of Emergency Services



City of El Paso de Robles

Citizen Owned, Citizens Involved

Douglas R. Hamp, Chief

March 10, 1999

Matt Dhillon
Manager
DMG Maximus
617 North Casa Blanca Drive
Fullerton, CA 92832

Dear Mr. Dhillon:

We are pleased to advise you that your company has been selected to receive a Request for Proposal for conducting a study of the Department of Emergency Services for the City of Paso Robles, California. The information you provided to us on October 13, 1998 highlighted your company's previous qualifications, experience and understanding of the study to be undertaken. This makes you a strong candidate for the RFP process.

The attached Request for Proposal (RFP) includes:

- Introduction and Submittal Information
- Existing information about the City of Paso Robles
- Preliminary scope of work
- Expected work outputs
- Consultant format needs
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- Proposal Information
- The Selection Process
- Agency Contact Information
- Organizational Background information

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We look forward to reviewing your proposal as it relates to the aforementioned criteria.

Sincerely,

DOUGLAS R. HAMP
Chief of Emergency Services

Request For Proposals

Analysis of Emergency Services Needs and Options for the City of Paso Robles

A. Introduction:

The City of Paso Robles is requesting proposals from experienced governmental service analysts to prepare a report on future fire/life safety service demands and delivery options.

Attached for your reference is a summary of background information on the City's Emergency Services (Fire) Department.

Paso Robles is a community of approximately 23,000 residents. During calendar year 1998, the City experienced a growth rate of approximately 3 percent. Based on approved and tentatively approved subdivisions, plus the current level of development activity, it appears likely that the current pace of development could continue.

In light of the prospects of continued growth and development, and considering rising expectations in terms of demands for service and staff training needs, the Emergency Services Department anticipates continued pressure on existing staff and equipment.

The City is seeking a comprehensive, objective, and professional analysis of the circumstances and the range of the City's options for delivering the demanded services. The analysis needs to address staffing, facilities and equipment. The planning horizon is the year 2020.

B. Submittal Deadline:

Four (4) copies of Consultant proposals must be received by the Chief of Emergency Services no later than **April 12, 1999 by 5:00 p.m.** Proposals must be delivered or mailed to:

City of Paso Robles
Chief of Emergency Services
Fire Department Study
1000 Spring Street
Paso Robles, CA 93446

C. **Existing Information:**

1. The General Plan (Land Use and Circulation Elements) of Paso Robles, 1991 and as subsequently amended.
2. Zoning Map and Zoning Code, City of Paso Robles.
3. City Land Use Inventory information (latest available).
4. Population growth statistics from 1970 through the present, along with projections for future development based on the current General Plan.
5. A summary of the existing and planned physical facilities and equipment housed at the three stations of the Emergency Service Department.

D. **Preliminary Scope of Work & Project Description of Expected Work:**

Subject to further refinement and mutual agreement, the Preliminary Scope of Work would consist of a comprehensive evaluation of the future fire / life safety service demands, and the options for the City to address these demands. For the purposes of this study, the planning horizon is the year 2020.

The consultant's work needs to assess the full range of current responsibilities, and anticipate the probable future obligations of the department. Current responsibilities include the following:

- Fire Suppression
- Basic Life Safety and Paramedic Services
- Business and Other fire safety inspections
- Code Enforcement (including Nuisance Abatement, Weed Abatement, Blight Elimination)
- Public Education
- Disaster Preparedness, Response, and Recovery
- Clerical / Office Support, including data systems entry and maintenance
- Staff Training / Career & Volunteer
- Equipment and Facility Maintenance
- Mutual Aid Response to Surrounding Unincorporated Areas

The following work outputs are expected:

Provide a matrix of service demands based on all existing responsibilities and a reasonable projection of workload that a growing City like Paso Robles should anticipate needing to address. The format should include but not be limited to the following parameters:

- Evaluation of the Emergency Services Department's ability to serve the growth and development anticipated over the next twenty (20) years to the planning horizon of 2020, including the probable geographic boundaries of the City and projected growth and development within the Mutual Aid Service Area of the County of San Luis Obispo. (The consultant will base projections on a growth and development scenario to be established in written form by the City of Paso Robles.)
- Alternate service delivery options for each identified service, and any combination thereof such as volunteer, paid career firefighter force, public safety department, private providers, other agency service contract options and the like.
- The scope and location of physical facilities, plus equipment, that will be needed within the planning period.
- Identify the cost of each option, facility and equipment item.
- The benefits and drawbacks of each option.

Opportunities for cost recovery / revenues

2 or 3 recommended service delivery scenarios (with comparative cost/benefit analysis).

E. **What the Consultant Will Need to Prepare:**

1. The following documents, all based on 8.5 by 11 inch format unless otherwise approved by the City:
 - Administrative draft of the Analysis (4 copies)
 - Public Review Draft (20 copies)
 - Final Draft Analysis ("camera ready" form and on 3.5 inch IBM compatible diskette(s) in MS Word 6.0 format). Any spreadsheet information shall be provided on 3.5 inch IBM compatible diskette(s) in MS Excel 6.0 format. Any maps and/or drawings shall be in AutoCAD (Release 14).

F. **General Services Provided by Consultant:**

In completing the analysis of Emergency Services demands and options for response, the City wants the Consultant to be responsible for:

1. Inter-agency coordination and consultation with County Office of Emergency Services and California Department of Forestry (CDF).
2. The consultant shall hold at least one (1) public information workshop. The City would be responsible for providing the required public notice. At the workshop the consultant shall display alternatives being considered so that members of the public can ask questions and comment on the proposed alternatives. The input received at the open house shall be presented in the final analysis as public comments and can thereby be considered when selecting the preferred programming alternative.
3. Obtain and review all existing studies and background information that is pertinent to the preparation of the analysis.
4. Preparation of mapping materials necessary to evaluate alternatives and present recommended modifications.
5. Submittal of an Administrative Draft that would be reviewed with City staff and refined as necessary to provide a Public Review Draft.
6. Presentation of Public Review Draft report findings and recommendations to the City Council of the City of Paso Robles.
7. Preparation of Final Document.
8. Six (6) staff level meetings with the City and/or various agencies and three (3) Council-level presentation meetings.

G. **Anticipated Work Schedule:**

It is the City's objective to begin work on the analysis no later than May 15, 1999, with completion to be scheduled by September 1, 1999. The timing of specific work tasks would be determined as part of a Consultant Services Agreement.

H. **The Proposal:**

1. Format and requirements: Although there is no maximum proposal length, proposals should be kept to the minimum length necessary to address the requirements of the RFP. Proposals shall be 8.5 inch by 11 inch in size, with pages numbered sequentially. Padding the proposal with "boiler plate" material is strongly discouraged.

2. Proposal contents:

a. Firm identification:

1. Firm name, address, telephone, fax number and e-mail address;
2. Name and telephone number of contact person;
3. A list of the firm's principals with experience, background, academic training and registration.

b. Provide the following information for each sub-consultant: Firm name, address, telephone, fax number and e-mail address; Contemplated role of the firm in the project.

c. Location of office where this work would be performed.

d. List of personnel for all firms. Indicate experience, background, academic training and registration. Describe anticipated role in the project and how the staff would be organized.

e. Description of similar projects that the firm, its personnel, subcontractors and associates have performed previously. For each project listed include location, description of work, client and construction cost.

f. Project understanding: Describe the project background and process as relating to requirements for consultant qualifications.

g. Work program: Based on your understanding of the project, list all required tasks to complete the work.

h. Work budget: Provide a budget breakdown to demonstrate your understanding of the project needs. This budget will not be binding; the final agreement will be the result of a precise scope of work and a negotiated compensation amount. The breakdown should include itemized person-hours, rates and costs for all required work tasks.

i. Provide a statement of what especially qualifies your firm to perform this work.

j. Signature: Proposal shall be signed by an authorized corporate officer whose signature is binding upon the firm.

k. Valid period: Include a statement that the proposal will be valid for 180 days.

l. Conflict of interest: Proposal shall include a statement that no conflicts of interest exist in the provision of these services.

- m. Appendix: Include supplemental information, if any, such as firm brochure, fees for additional services, etc., at the end of the proposal.

I. **The Selection Process:**

The City will establish a screening committee to review all proposals received and to rank the proposals. The City may decide to interview consultants with the most competitive proposals. Key criteria to be used by the City in selecting a consultant or consultant team includes the following:

1. Demonstrated experience in preparing similar studies / studies of comparable scope and nature for communities the size and character of Paso Robles.
2. Consultant's understanding of the City of Paso Robles' desires and general approach to the project as demonstrated in the Project Understanding and Work Program.
3. Proposal requirements established in this RFP are included in the Proposal.
4. Qualifications of the Consultant's staff being assigned to this project
5. Demonstrated ability of the consultant to perform quality work, control costs and meet time schedules.
6. Demonstrated knowledge of planning for Emergency Services facilities and staffing.
7. Ability to work effectively with city and other agency staff.

The top ranked firms may be invited for an interview / presentation. The most qualified firm will be invited to refine its proposal and negotiate a consultant services agreement with the City.

The City reserves the right to reject any or all proposals, and to negotiate modifications or acceptance of parts of a proposal. Other terms and conditions of contract will be negotiated at the time of the consultant selection and will be subject to approval of the City Attorney.

J. **For More Information...**

Contact Doug Hamp (Chief of Emergency Services) at (805) 237-3973

Background Information

Paso Robles Department of Emergency Services

1. In the late 1980s, the City's Fire Department was staffed with volunteers, a paid Fire Chief and one (1) on-duty career firefighter.
2. During the 1980s, calls for service averaged 534 per year, consisting of:
 - 30 percent fire suppression
 - 40 percent medical aid
 - 30 percent other
3. Since the 1980s, calls for service have nearly quadrupled to the present average of 2,000 per year, consisting of:
 - 10 percent fire suppression
 - 60 percent medical aid (2/3 required advanced life-paramedic support)
 - 30 percent other, including:
 - hazardous conditions
 - vehicle accidents
 - rescues / persons in distress / lost persons
 - water emergencies
 - animal emergencies
 - false alarms
4. In the mid-1990s, the paid staff was increased to the current:
 - 7 paid fire fighters (two of which are on duty daily)
 - 2 Battalion Chiefs
 - 1 Chief
 - 1 Secretary
 - 40-50 volunteers
5. Advanced life support / paramedic service has been and currently is provided under contract by a private firm.
6. The change in type of call and call volume has required a significant modification to staff training and the focus of commitments.
7. Major facilities and equipment are obsolete and require replacement to serve the increased call load.

8. The Department's operating budget has increased from \$427,000 in FY 1989-90 to \$1,025,600 in FY 1998-99.
9. Average response times periodically exceed the expected 6-minute arrival time; arrival times of 8 minutes or more result from multiple/simultaneous calls, the types of calls, and/or volunteer availability.
10. Total service call demand is expected to increase with population growth at the rate of approximately 96 annual calls per 1,000 population.