




PROJECT PROPOSAL

Prepared by:



**EMERGENCY SERVICES
CONSULTING INTERNATIONAL**

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COMMUNITY RISK ASSESSMENT & STANDARD OF COVER

Hall County, Georgia



COVER LETTER

Emergency Services Consulting International (ESCI) is pleased to submit our proposal to conduct a Community Risk Assessment and Standard of Cover for Hall County, Georgia. ESCI is well-positioned to assist you with this critical project. ESCI has worked with many communities across the country; our project team has significant experience in the development and delivery of Expansion Studies, Community Risk Assessments, Standards of Cover, Strategic Plans, Agency Evaluations, Master Plans, Staffing and Organizational Studies, Fire Station Assessments, and similar planning studies and reports.

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

We thank you for the opportunity to present this proposal, and we look forward to working with you on this critical project. Should you have any questions, please do not hesitate to contact me at joe.powers@esci.us.

Sincerely,



Joe Powers, Managing Director

Emergency Services Consulting International

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Since 2008, ESCI has been the consulting firm of the International Association of Fire Chiefs.



ESCI OVERVIEW



Since 1976, ESCI's strength has been its commitment to customer satisfaction, innovation, and quality services. We are a vision-driven organization that is growing and changing to meet the dynamic challenges and opportunities for public safety services worldwide. ESCI approaches its mission in a manner that results in scalable, sustainable, and defensible solutions for all types and sizes of public safety organizations.

Our formula is simple. We utilize the best and brightest consultants, professionals, strategic partners, and subject matter experts. These amazing men and women provide validated and proven analysis of current and future conditions, compare findings against industry best practices and community standards and provide innovative, sustainable, and customized solutions for the future.

We take the time to develop meaningful relationships with our clients and partners, provide recognition of the essential and vital work of public safety agencies, and demonstrate unwavering respect for the men and women providing public safety services worldwide.

ESCI is thinking differently about public safety consulting to help change the world, one community at a time. I encourage you to read through this prospectus and learn all we offer. We'd love to work with you and your community.



We accomplish this by providing the highest value of consulting services and educational programs.



The mission of ESCI is to provide expertise and guidance that enhances community safety.



THE ESCI ADVANTAGE

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

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

The ESCI Advantage includes:

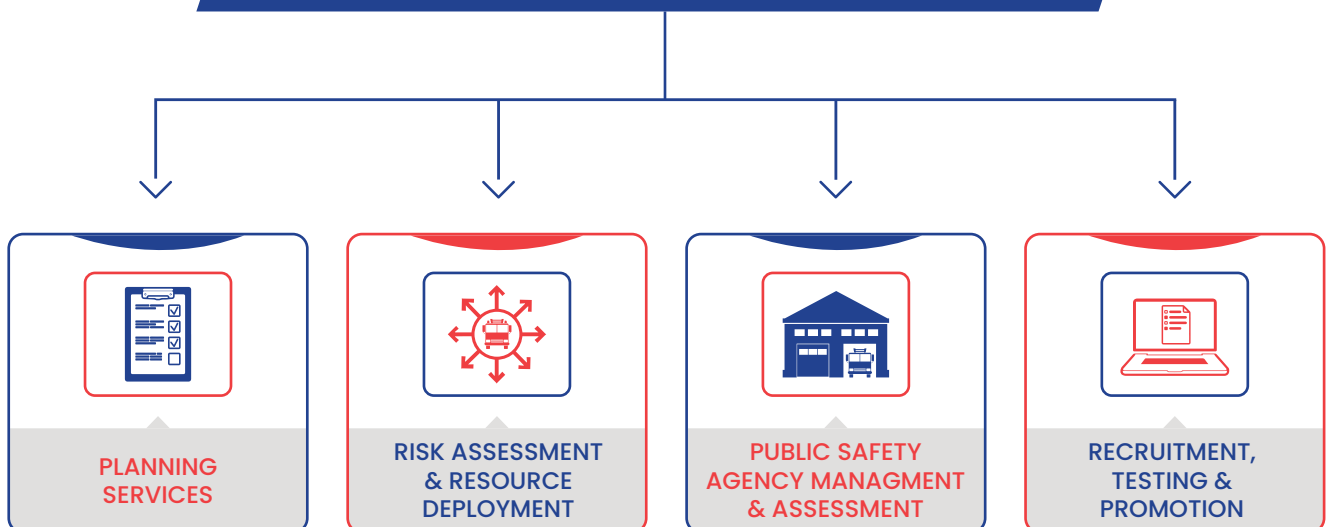
- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support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



ESCI AT A GLANCE

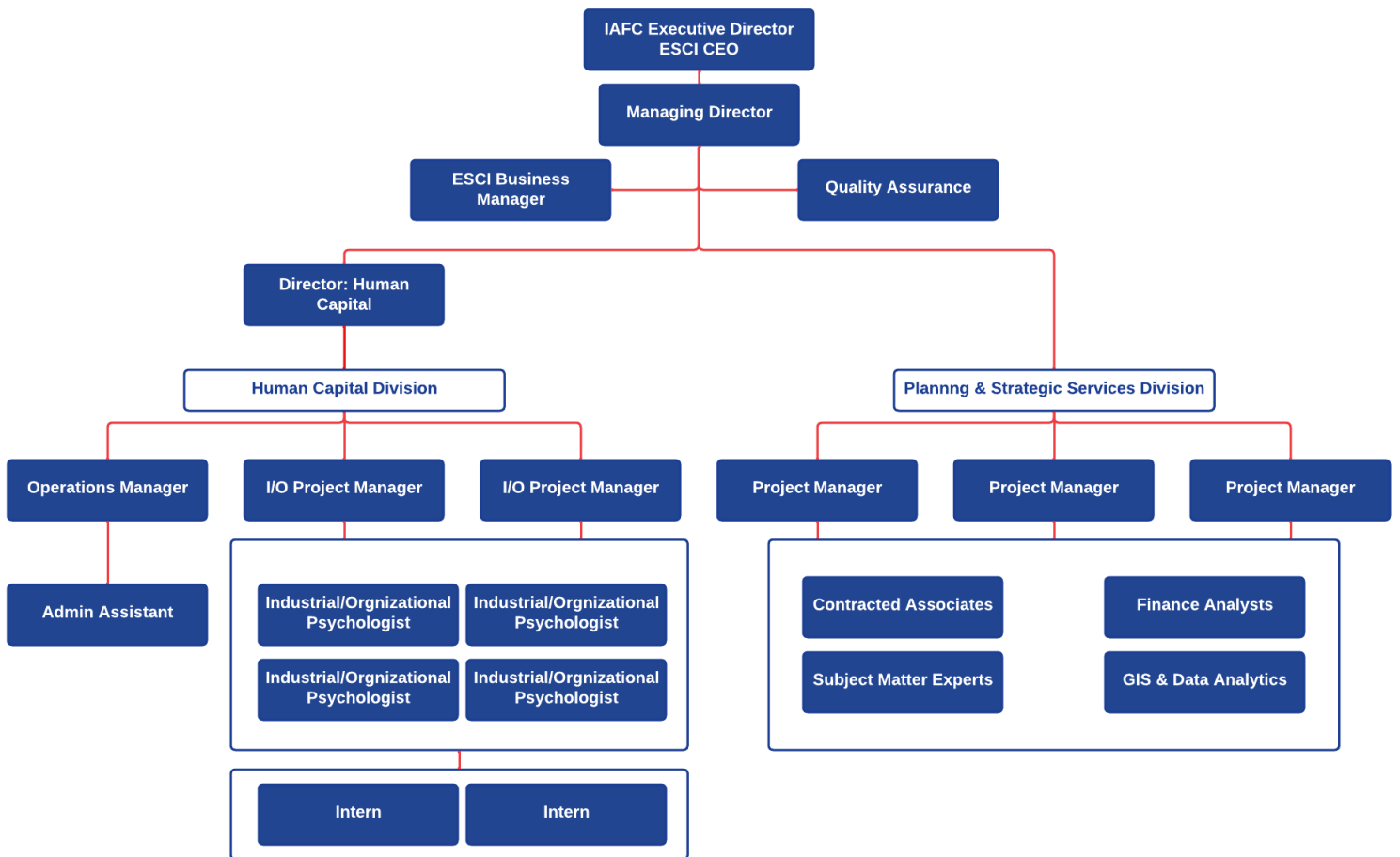
As the consulting firm of the International Association of Fire Chiefs, Emergency Services Consulting International has reliably met the needs of emergency services agencies for over nearly fifty years. With our international presence, ESCI has the ability to draw upon a international network of resources to assist with fire, EMS, law enforcement and homeland security agencies to plan and adapt to future needs.

COMMUNITY SAFETY



RELATIONSHIPS. RECOGNITION. RESPECT

ESCI ORGANIZATIONAL CHART



COMMUNITY RISK ASSESSMENT & STANDARDS OF COVER

HALL COUNTY FIRE RESCUE

PROJECT UNDERSTANDING

Hall County, Georgia, is seeking a qualified professional consulting firm to conduct a Community Risk Assessment (CRA)/Standards of Cover (SOC) analysis which will guide the Hall County Fire Rescue (HCFR) in the equitable provision of modern fire and emergency services. The analysis will be used to develop recommendations for appropriate staffing and deployment of fire, rescue, and emergency medical service (EMS) resources consistent with state and national best practices and industry standards. Specific emphasis will be placed on the following:

Project deliverables will include, but are not limited to:

- A review of core business practices and functions
- A full workload assessment
- Progress summaries and a preliminary draft report
- A final report summarizing findings and recommendations
- A high-level written summary for the Hall County Council

The final report will:

- Identify HCFR strengths and weaknesses
- Clearly and succinctly prioritize work needed to align HCFR with current industry best practices and County council direction
- Clearly articulate the relationship between workload and community risk, service demand, resource needs, and response time capabilities

ESCI will produce a Community Risk Assessment/Standards of Cover (CRA/SOC) document and tools compliant with industry best practices in deployment analysis. Further discussion between the ESCI team and the HCFR project team during the project initiation phase will ensure that any additional issues not previously identified but relevant to this study will be fully discussed and included in the project. This evaluation and data analysis will be based on nationally recognized guidelines and criteria, including the National Fire Protection

Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to fire and emergency services, and generally accepted best practices within emergency services. All methodology used in this Community Risk Assessment: Standards of Cover analysis of the Hall County Fire Rescue will follow the most recent guidance published by the Commission on Fire Accreditation International (CFAI).

SCOPE OF WORK

Phase I: Project Initiation and Site Visit

Task 1–A: Project Initiation & Work Plan Development

ESCI will develop a project work plan based on the scope of work and correspond with the Hall County project team to comprehensively understand the project's background, goals, and expectations. This work plan will include:

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

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

Task 1–B: Acquisition & Review of Background Information

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

- Past or current studies, research, or reports
- County Comprehensive Plan documents, including current and future land use information
- Local census and demographic data
- Zoning maps and zoning code
- Department administrative policies and procedures
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facility and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data for the preceding five years
- Computer–Aided Dispatch (CAD) incident records for the preceding five years
- Local Geographic Information Systems (GIS) data, where available

Task 1–C: Site Visit & Stakeholder Input

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

- Elected or appointed officials
- Fire department chief officers, managers, and other key staff
- County planning staff
- County Human Resources Director
- Labor leaders
- Other external fire agencies adjacent to the County
- Medical facilities, EMS medical director
- Others that may contribute to the project

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

Phase II: Standards of Cover Development

ESCI will conduct an organizational analysis of the department based on the elements outlined in the following tasks. This evaluation assesses HCFR operations in comparison to industry standards and best practices and creates benchmarks against which to compare future improvements.

Task 2–A: Organizational Overview

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

- Service area population and demographics
- History, formation, and general description of the HCFR
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design

Task 2–B: Review of Services Provided

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

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

Task 2–C: Capital Facilities and Equipment

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

Facilities

Review and make observations in areas related to station efficiency and functionality. Items to be contained in the report include:

- Design
- Code Compliance
- Construction
- Staff Facilities
- Safety
- Efficiency
- Environmental Issues
- Future Viability

Apparatus/Vehicles

Review and make observations regarding the inventory of apparatus and equipment. Items to be reviewed include:

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

Task 2–D: Community Risk Assessment

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

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

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

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

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

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

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

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

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

Task 2–E: Review of Historical System Performance

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

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

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

Phase III: Establishment of Performance Objectives

Task 3–A: Recommended Response Goals and Targets

The establishment of fire and EMS response time standards and targets is a primary responsibility of the Hall County Council, which sets policy based on community risk, citizen expectations, and the HCFR's capabilities. ESCI will provide data analysis and comparison against industry standards and will recommend response performance goals.

ESCI will identify the current level of emergency services provided by the HCFR and compare the department's performance against industry standards and best practices, such as the benchmarks described by the Insurance Services Office (ISO), consensus standards from the National Fire Protection Association (NFPA), recommended practices from the Commission on Fire Accreditation International (CFAI), and other pertinent resources.

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

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

Task 3–B: Overview of Compliance Methodology

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

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

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

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

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

ESCI will develop one or more long–range options for resource deployment that will improve the HCFR's level of service toward the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel
- Deployment of special units or resources

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

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

Task 4–B: Develop and Review the Draft Project Report

ESCI will develop and produce an electronic draft version of the written report for review by the HCFR project team. Client feedback is a critical part of this project, and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. A review of the draft will be performed through web–based video conferencing. The report will include:

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

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

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

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

Community Risk Assessment/Standards of Coverage Timelines

ESCI offers the following maximum project timeline, which is subject to change based upon the mutual agreement of Hall County Fire Rescue and ESCI. The timeline will not begin until ESCI is provided with all information and data necessary for the project's successful completion. ESCI estimates a timeline of 180 days from the completion of fieldwork.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase I: Project Initiation						
Phase II: Standards of Cover Development						
Phase III: Establishment of Performance Objectives						
Phase IV: Development, Review, & Delivery of the Report						

Community Risk Assessment/Standards of Cover Study Proposed Fee

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

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Initiation	\$18,933	\$5,201	\$24,134
Phase II: Standards of Cover Development	\$25,056	\$0	\$25,056
Phase III: Establishment of Performance Objectives	\$2,917	\$0	\$2,917
Phase IV: Development, Review, & Delivery of the Report	\$7,792	\$1,730	\$9,522
Total Cost (Not to exceed):			\$61,628

Proposed Payment Schedule

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

ESCI Hourly Rates

Senior Level Project Oversight, Senior Data Engineer/SME	\$260/hr.
Project Manager, Senior Consultant	\$230/hr.
Consultant	\$200/hr.
Data Analyst.....	\$150/hr.
Admin Support.....	\$90/hr.