




PROJECT PROPOSAL

Prepared by:



**EMERGENCY SERVICES
CONSULTING INTERNATIONAL**

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COMMUNITY-CENTERED STRATEGIC PLAN

Hall County, Georgia



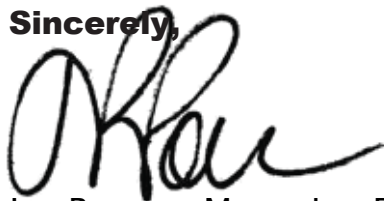
COVER LETTER

Emergency Services Consulting International (ESCI) is pleased to submit our proposal to conduct a Community-Centered Strategic Plan 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

Esci.us | 503.570.7778 | Joe.Powers@esci.us



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:

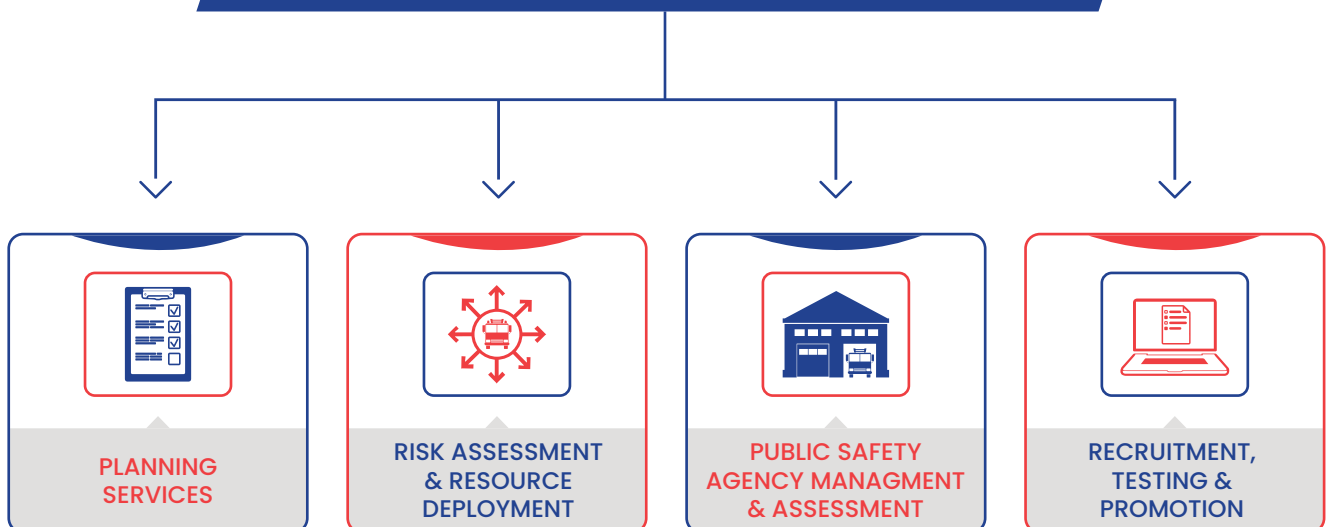
- A clear understanding and appreciation of the complexity of the local and regional environment.
- Over 40 years of public safety consulting experience; the successful completion of hundreds of consulting engagements.
- The ability to deliver a high-quality product on time, and with organizational support 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

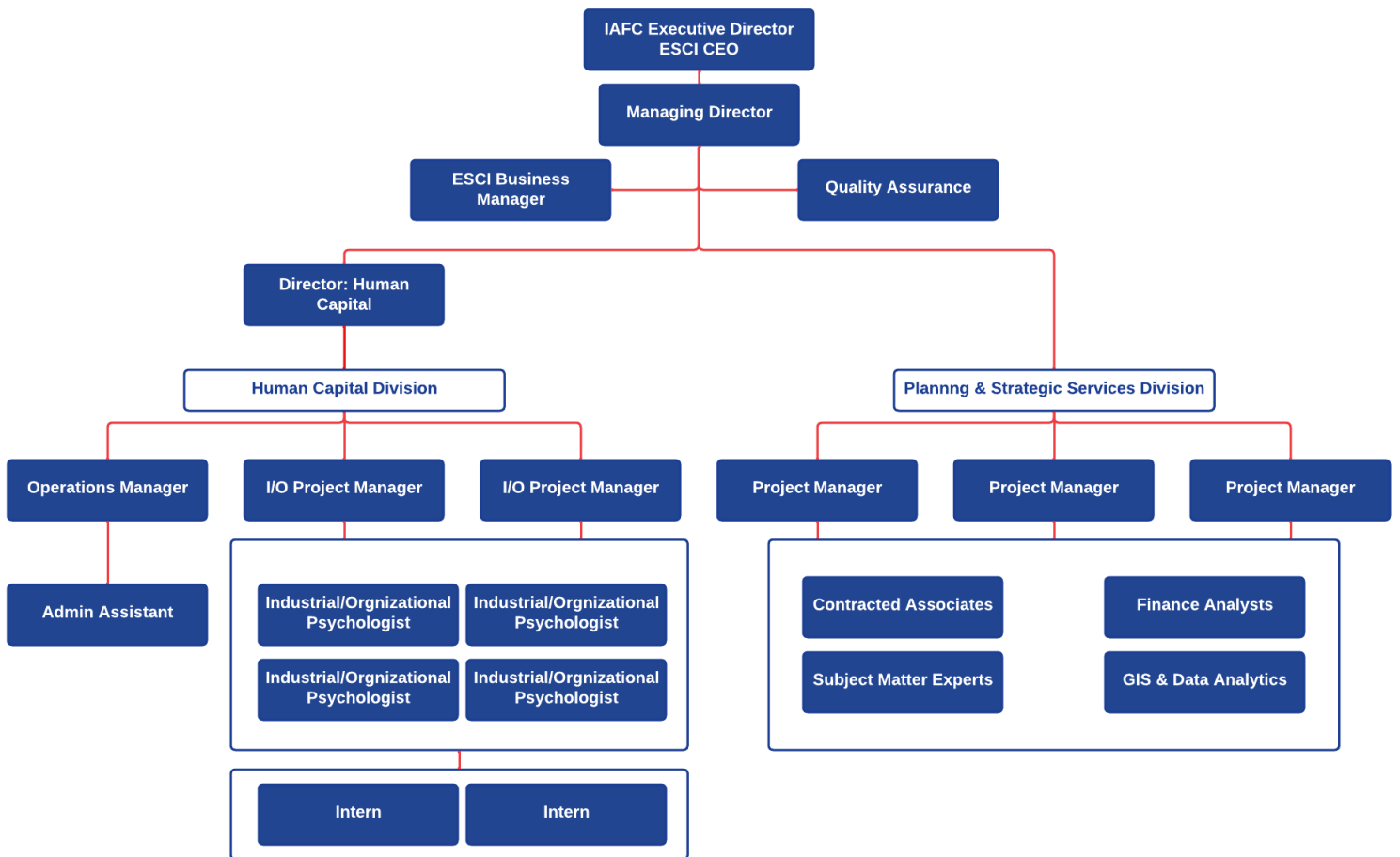
As the consulting firm of the International Association of Fire Chiefs, Emergency Services Consulting International has reliably met the needs of emergency services agencies for over nearly fifty years. With our international presence, ESCI has the ability to draw upon a international network of resources 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-CENTERED STRATEGIC PLAN

HALL COUNTY FIRE RESCUE

PROJECT UNDERSTANDING

The Emergency Services Consulting International (ESCI) proposes a Community-Centered Strategic Plan for the Hall County Fire Rescue (HCFD), resulting in a three-to-five-year work plan intended to guide the progress of the entire organization with goals and objectives. The process includes representation from identified community organizations and the HCFD workforce. As a result, each department member will feel their input is valued and contributes to the organization's future.

ESCI invites all members to submit anonymous feedback using a web-based analysis tool before the planning workshop. ESCI will gather input on issues the members believe are the strengths and weaknesses of the agency and what are believed to be opportunities or challenges facing the department. ESCI compiles the results of the department-wide analysis. The results are shared with the planning team on the first day of the workshop.

As a community-centered process, ESCI works with the department to identify the right mix of external stakeholders (citizens) to invite to the "citizens' forum." This two-hour session occurs the day before the team's two-day planning work session. ESCI facilitates the citizen forum, walking the attendees through a structured process to gain insights into their expectations of the department for services and planning elements. The results of this forum are shared with the planning team to align the plan with the community's needs.

On the first day of the planning team's work session, the department's mission, vision, and values are reviewed and, if needed, modified or created if they did not previously exist. The planning team then reviews the results of the whole-organization employee feedback analysis. The HCFD planning team identifies broad themes through an ESCI-facilitated process. These themes form the strategic initiatives for the strategic plan.

After the strategic initiatives are created, the team is broken into small groups to develop goals that, when completed, accomplish the strategic initiative. The smaller groups facilitate deeper conversation, brainstorming, and discussion than a more extensive group allows. However, each small group reports to the full team to "cross-pollinate" ideas and concepts. This also creates buy-in from the larger team.

Once the goals have been identified, the smaller groups may be mixed up to avoid "groupthink" and begin developing measurable objectives for each goal. Again, these are reported to the full team for refinement. The small groups develop objectives and are also asked to create an "outcome statement," describing the intended outcome. The outcome statement may be a performance metric (e.g., unit turnout times improved by 20% over the 2023 period) or a simple outcome (e.g., a promotional guidance document that allows the most qualified and appropriate candidate to advance to the next rank).

Timelines are established once the initiatives, goals, objectives, and outcomes have been identified. ESCI will facilitate the assignment of timelines, ensuring a balanced workload over the plan's life. ESCI will then compile the results of the two-day work session and provide a draft for the department to review. After necessary revisions, the report will be finalized and provided to the agency for adoption and implementation.

SCOPE OF WORK

Phase I: Project Preparation & Planning

Task 1–A: Project Initiation & Scheduling

ESCI will develop a project plan and work with the HCFD project liaison to gain a comprehensive understanding of the organization's background, goals, and expectations for the strategic plan process. The project plan will be developed, identifying:

- Local strategic planning team composition and recruitment
- Strategic planning workshop format
- Schedule
- Location and other logistical issues
- Potential impediments and organizational issues

This discussion will also help to establish working relationships, make logistical arrangements, and determine appropriate lines of communication.

Task 1–B: Project Planning Session

ESCI's project manager will conduct an in-person planning work session with the planning team in Hall County. The session will establish structure and brainstorm ideas, while encouraging group collaboration to develop the framework and foundation necessary for an effective strategic planning process.

ESCI and the HCFD project liaison will collaborate to develop the day's agenda.

Phase II: Whole–Organization Feedback & Analysis

Task 2–A: Member Survey

To provide internal personnel with an opportunity to participate in this data-gathering event, the ESCI project team will work with HCFD to develop a department-approved internal survey. The survey will gather detailed feedback on several aspects of the members' priorities, opinions, and expectations related to service delivery, core services and programs, positive and corrective issues, and recommendations for the Strategic Plan. ESCI recommends that the survey be accessible to all personnel.

To ensure respondent anonymity, ESCI will obtain survey responses confidentially. This will be accomplished using an internet-based survey accessible only to the intended participants. The survey results will be delivered directly to ESCI's headquarters office. ESCI will develop and produce an executive summary of the survey results.

Phase III: Facilitated Community Work Session

Task 3-A: Assessment of Community Needs and Expectations

ESCI facilitators will assist the department in identifying external customers/key members of the Hall County community. Once identified, invitations will be sent, and ESCI will convene one afternoon/evening external community session to gain a realistic view of community needs and expectations. The planning team will organize these meetings to accommodate and encourage the most citizen input. ESCI has found, through experience, that 80 to 90 percent of the invitees attend these sessions and actively participate. At a minimum, we recommend the representatives of this citizen's focus group include, but not be limited to:

- Business owners
- Service groups representative(s) (i.e., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Members of civic organizations
- Media representative(s)
- Multiple citizens who have been actual recipients of fire and EMS (Emergency Medical Services) services
- Representatives of neighborhood organizations and/or homeowner associations
- Representatives of non-profit organizations
- Representatives of local industry
- Other citizen-customers, as identified by the strategic planning group

ESCI will facilitate this group meeting with one HCFD representative, usually a chief or chief officer, to act only as a technical resource and answer questions the facilitator cannot. In addition to facilitating the session, ESCI may utilize surveys and questionnaires to gather more necessary information.

The process will seek to identify:

- How the community prioritizes the services provided by the organization
- Areas of community concern about the organization
- Community expectations
- Community's positive attributes of the organization
- How "good service" is measured

Phase IV: Planning Work Session

ESCI will help develop an organizational strategic plan using the HCFD planning team. The strategic planning process will involve a two-day strategic planning "retreat" to be held on consecutive days at an appropriate location within the community suitable for full and breakout small group work sessions.

Task 4–A: Vision, Mission, & Values

ESCI's experienced facilitators will guide the local planning team in the development of a meaningful vision and mission as well as principal community values:

- Vision statements describe the way the organization views itself in the future.
- The mission statement describes the purpose for which the organization exists.
- Values enumerate the principles or ideas that are important to the members.

ESCI will facilitate discussions that ensure participation by all present to stimulate challenging thought processes, prevent tangential debate, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the organization.

Task 4–B: Internal and External Assessments

ESCI will guide the local planning group through the honest and objective assessment of internal issues and external challenges. Using various facilitation methods, the ESCI facilitators will create an engaging environment that avoids groupthink, increases collaboration, and encourages participants' involvement.

The workshop participants will use tools to identify critical gaps, areas for improvement, organizational elements that require support for sustainability, and those activities that no longer fit the mission. The exercises will directly contribute to developing goals and objectives.

Task 4–C: Goals and Objectives

ESCI will direct the local planning team in establishing goals and objectives, critical tasks, and timelines imperative to the Hall County Fire Rescue while encouraging the participation of individual members. This process will lead to:

- The establishment of organizational goals that address the identified concerns of the external and internal customers over a one-to-five-year timeframe.
- For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful.
- The development of associated tasks for each goal and objective utilizing the format of identified measurable criteria.
- The development of reasonable time for completion.

Attainment of this task will be demonstrated by establishing realistic goals for the organization. To meet the organization's mission, the establishment of these goals is essential to providing the organization and the individual members with a clear direction.

The goals and objectives established during this process will become management tools and should be updated on a continual basis as priorities change and as specific goals and/or objectives are achieved. The goals and objectives can then be used to identify what has been achieved and to denote changes within the community and the organization. Fastidiously following these goals and objectives will provide HCFD with the necessary direction and guidance for the future. This should also support the department by reducing the number of impediments, disruptions, and uncertainties for the organization and its members.

Task 4–D: Outcome/Performance Metrics

ESCI will direct the planning team in discussions about establishing performance measures that will help the HCFD measure its progress toward the organizational vision. This will be an ongoing process and may initially involve concepts of performance measurement that will require modifications in the collection of necessary data as the organization becomes more focused on measuring achievement and outcomes.

Phase V: Published Strategic Plan Document & Presentation

Task 5–A: Publication of Final Strategic Plan Report

ESCI will develop and provide the department with a draft Strategic Plan electronically for review and comment (also known as a "Technical Review"). Any changes noted on the draft will be addressed by ESCI. An electronic version of the document will be provided.

ESCI will provide an implementation tool to help track and maintain accountability. This tool is designed to be flexible to accommodate any changes the department may experience over the plan's life. In addition, ESCI will provide guidelines to help select the best local planning team members for the correct leadership positions. As an option, ESCI can also incorporate longer-term implementation assistance to ensure continued growth for the organization.

Task 5–B: Presentation

ESCI will work closely with the HCFD leadership team to develop and deliver a virtual presentation to Hall County's governing body. The presentation during a board work session helps to solidify the process used and outcomes generated to move the organization forward. Support from the governing body is essential to Hall County Fire Rescue's success.

(Optional) Phase VI: One Year of Implementation Support

Task 6A: Semi-Monthly Guidance by Zoom (or a similar platform)

At least twice monthly, ESCI will meet with department leaders or program managers and provide implementation coaching and guidance and assist with organizational accountability. During these sessions, ESCI can facilitate the development of performance measures, develop tracking tools, and provide guidance on change management strategies. The staff and consultants of ESCI have a rich background of organizational leadership experience. Based on Hall County Fire Rescue's specific needs, ESCI can leverage internal resources to support HCFD's success.

One-hour virtual meetings every other week equal approximately twenty-four hours of personal, one-on-one consultation. This task is at most twenty-eight hours annually. Meetings will be scheduled within a rhythm and can be altered with appropriate notice. The one-year timeline begins with the delivery of the final in electronic format.

Community-Centered Strategic Plan Project Completion Timelines

ESCI offers the following project timeline, which is subject to change based on the mutual agreement of the 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.

Project Phase	Month 1	Month 2	Month 3
Phase I: Project Preparation & Planning			
Phase II: Whole-Organization Feedback			
Phase III: Facilitated Work Sessions			
Phase IV: Planning Workshop			
Phase V: Published Strategic Plan Document			
Phase VI: One Year of Implementation Support	<i>One Year from Final Document</i>		

Community-Centered Strategic Plan Proposed Project Fee

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

Project Phase	Consulting Fees	Expenses	Total
Phase I: Project Preparation & Planning	\$689	\$0	\$689
Phase II: Whole-Organization Feedback	\$2,194	\$0	\$2,194
Phase III: Facilitated Work Sessions	\$2,768	\$1,796	\$4,564
Phase IV: Planning Workshop	\$8,246	\$1,660	\$9,906
Phase V: Published Strategic Plan Document	\$2,062	\$0	\$2,062
Total Cost (Not to exceed):			\$19,415
(Optional) Phase VI: One Year of Implementation	\$4,601	\$0	\$4,601
Total with Options (Not to exceed):			\$24,016

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.