





# City of Gainesville Florida

*Proposal to conduct a*

## Fire Rescue Growth & Expansion Feasibility Master Plan

December 2020

RFP # **GFDX-210007-MS**



Emergency Services  
Consulting International

## Cover Letter

December 29, 2020

City of Gainesville, Purchasing Division  
Attn: Melanie Sowers  
200 E University Avenue, Rm 339  
Gainesville, FL 32601

RE: Fire Rescue Growth & Expansion Feasibility Master Plan (RFP # GFDX-210007-MS)

Dear Ms. Sowers,

Emergency Services Consulting International (ESCI) is pleased to submit our proposal to conduct a Fire Rescue Growth & Expansion Feasibility Plan for the City of Gainesville Fire Rescue. ESCI is well positioned to assist you with this important project. ESCI has worked with many communities within Florida and across the country; our project team has significant experience in the development and delivery of Station Location Studies, Agency Evaluations and Master Plans, Staffing and Organizational Studies, Fire Station Assessments, Community Risk Assessments, Standards of Cover, Strategic Plans, and similar planning studies and reports. ESCI has partnered with Levrum and WSKF Architects to provide you with the most thorough end product at the most efficient costs. Through this partnering process, you will have subject matter experts in not only public safety consulting, but also the nation's top specialists in fire-rescue architectural reviews and service delivery and response performance data analytics.

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

ESCI is pleased to submit this response with a recommended project team, scope of work, references, timeline, and cost proposal. We thank you for the opportunity to submit this proposal and are looking forward to working with you on this project. Should you have any questions, please do not hesitate to contact me or your Project Manager, Sheldon Gilbert at: sheldon.gilbert@esci.us or by phone at 940.453.1366.

Sincerely,



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

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## Technical Proposal

### Project Understanding

ESCI and its partners understand that the City of Gainesville is seeking an experienced, nationally recognized and dynamic professional planning consultant team to develop a facilities master plan that evaluates Gainesville Fire Rescue resiliency, as well as growth and expansion required to meet current and future community service needs. In collaboration with the Gainesville Fire Rescue (GFR) project team, ESCI's team and its partners will complete a full review and evaluation of current conditions, including the geographic coverage area, City of Gainesville planning documents, GFR planning documents, Alachua County planning documents, all elements of GFR and necessary facets of Alachua County Fire Rescue. ESCI will use all available past supporting documents and data paired with new research conducted by ESCI's team to evaluate and develop a comprehensive Fire Rescue Growth and Expansion Feasibility Master Plan that incorporates best practices and innovation into all facets of GFR's mission and function, with an in-depth cost analysis of the recommendations provided in the final report.

All aspects of the report shall consider and address best practices, emerging trends, new technology, and innovative concepts that will benefit the Gainesville Community, its neighbors, and GFR. Because client feedback is essential to the outcome of this project, the City and GFR will be given ample opportunity for review and comment during each phase of the project.

### Partnering for the Best Product

ESCI has partnered with Levrum and WSKF Architects to provide you with the most thorough end product at the most efficient cost. This partnership provides an integrated team, combining ESCI's premier expertise in fire/EMS policy and data analysis with Levrum's industry-leading predictive tools and WSKF's unparalleled record of outstanding contributions to fire/EMS construction, as detailed in the *Qualifications* section of this proposal. Our approach provides state-of-the-art analytical and predictive tools with a comprehensive grounding in fire/EMS policy, engineering, and design.

### Methodology

ESCI's methodology reflects our understanding of your expectations and our experience in working with emergency services organizations in communities of similar size and character throughout North America. Key elements of ESCI's methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed, grounded in our extensive experience at the fire/EMS command and policy level, as well as our team's industry-leading expertise in data analysis, statistics, and applied machine learning.
- A comprehensive, well designed, and practical scope of work (SOW) and work plan that provides opportunities for ample stakeholder input.
- The utilization of the latest web-based communications technology, computer modeling, applied machine learning, and geographic information systems (GIS).
- The commitment of adequate professional resources, and an ability to complete the project successfully by meeting or exceeding the outlined scope of work and deliverables within the desired period at a reasonable cost.

- The production of a written report that provides systematic observation, analysis, and recommendations for all components and organizational systems.
- The option, at the conclusion of the project, to become self-sufficient in performing future deployment analysis and service demand projection tasks using Levrum’s software.

ESCI’s project methodology is augmented by the utilization of web-based communication technology. We will utilize the Dropbox® application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout nearly every phase of the project.

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

### Standards & Best Practices

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

### Effective Project Coordination & Management

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

### Fire Rescue Growth & Expansion Feasibility Master Plan

The Fire Rescue Growth & Expansion Feasibility Master Plan provides the GFR with a detailed analysis of current resource deployment as it applies to fixed facilities, including apparatus and personnel assigned to a fire or EMS station. It is designed to assist communities with quantifying current service delivery, evaluating service delivery and response performance, and developing strategies to make facility location decisions that will meet anticipated needs and resultant future service demand.

In brief, this planning process answers three questions:

1. **Where is our organization today?** This is achieved via a detailed evaluation of the GFR as it is currently configured, including an analysis of all other relevant master, strategic, and standards of cover reports provided by the GFR.
2. **Where will we need to be in the future?** This is based on the current status of the GFR and ESCI’s analysis of past and future population growth and forecast future service demand.
3. **How will we get there?** Providing short- and long-range future strategies designed to address long-term, future needs.

The project consists of three components, beginning with an Evaluation of Current Conditions. In this step, ESCI reviews existing facilities and conducts a detailed analysis of current service delivery and response performance. These observations and findings are compared with industry standards and best practices, accompanied by recommendations for changes where needed.

The next step is the development of Future Service Demand Forecasts. ESCI uses a combination of historical population data, census information, comprehensive plans, and past incident history to project anticipated future workload and identify community risk.

Finally, the report uses the information gathered to identify and evaluate Future Strategies to meet long-range needs. The approaches may include modification of existing facilities, relocation of current stations, and potential locations of future stations, if appropriate.

## Scope of Work (SOW)

The following phases and tasks will be completed to produce the final report and recommendations. This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions. ESCI will accomplish the following scope of work to successfully complete the Gainesville Fire Rescue Growth & Expansion Feasibility Master Plan.

### Phase I: Project Initiation

#### *Task 1-A: Project Initiation & Development of Work Plan*

ESCI will develop a project work plan based on the scope of work and converse with the GFR's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for the project. This work plan will be developed, identifying:

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

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

#### *Task 1-B: Acquisition & Review of Background Information*

ESCI will request pertinent information and data from the organization's assigned project manager. This data will be used extensively in the analysis and development of the Fire Rescue Growth & Expansion Feasibility Master Plan. The documents and information relevant to this type of project will include, but not be limited to, the following:

- Relevant Elements of City of Gainesville Comprehensive plan: Transportation Element, Facilities Element, Conservation Element, Future Land Use Element, Intergovernmental Coordination Element
- City of Gainesville Strategic Plan
- Gainesville Fire Rescue's Strategic Plan



- CPSE 21st Century Fire and Emergency Services White Paper
- City 2019 Comprehensive Annual Financial Report, for FY ending September 30, 2019
- Gainesville Fire Rescue Standards of Cover
- University of Florida Campus Master Plan
- Gainesville Fire Rescue and Alachua County Fire Rescue Automatic Aid Agreement (AAA)
- Historical, current, and future growth and development within the city
  - Geographic boundaries (annexation)
  - Occupancy types, construction type, including size and height
- Gainesville Fire Rescue FACETS Fire Station Location and Staffing Study
- Gainesville Fire Rescue FACETS Facility Review Summary
- Historical call and response data, including all call types
- Alachua County Fire and Emergency Medical Services Performance Update 2012
- The Hazard Analysis section of the most recent edition of the Alachua County Local Mitigation Strategy
- Any other past or current agency studies or research
- Local census and demographics data
- Zoning maps and zoning code
- Financial data, including debt information, long-range financial plans and projections
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

### ***Task 1-C: Site Visit & Stakeholder Input***

The ESCI project team will conduct interviews with and gather information from key personnel, including:

- Elected or appointed officials
- The agency's managers and other key staff
- Finance function manager
- Community planning staff
- Human resources function coordinator
- External fire and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS, if necessary
- Employee and volunteer groups
- Others as they may contribute to the project

The project team will interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview the appropriate community officials, fire department officials, volunteer association leaders, labor organization representatives, and others that the project team deems necessary. From these interviews, ESCI will obtain additional perspectives on operational, economic, and policy issues facing the agency. In addition, the project team will learn more about the availability of data necessary to meet projected goals.

## Phase II: Evaluation of Current Conditions

The initial phases of the study focus on a baseline assessment of the current conditions and current service performance. The purpose of this evaluation is to assess the GFR's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery can be measured.

### *Task 2-A: Organization Overview*

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

- Service area population and demographics
- A general description of the agency
- Description of the current service delivery infrastructure

### *Task 2-B: Current Staffing Analysis*

ESCI will review the department's current staffing levels. Areas to be considered include:

- Review and evaluate operational staffing levels, including volunteer personnel
- Review operational staff-scheduling methodology

### *Task 2-C: Apparatus and Vehicles Capital Assets*

**Apparatus/Vehicles:** ESCI will review and make recommendations regarding the inventory of apparatus and equipment, providing an analysis of all GFR fleet, including all response, support, and staff vehicles. The evaluation shall consider types, number, replacement, condition, useful life, location, and deployment. Items to be reviewed include:

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

### *Task 2-D: Service Delivery and Performance*

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

- Service Demand Study
  - Analysis and geographic display of current service demand by incident type and temporal variation
- Resource Distribution Study
  - Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies
- Resource Concentration Study
  - Analysis of response time to achieve full effective response force
  - Analysis of company and staff distribution as related to effective response force assembly

- Response Reliability Review
  - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
  - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
  - Analysis of call concurrency and impact on effective response force assembly
- Response Performance Summary
  - Analysis of actual system reflex time performance, analyzed by individual companies (to the extent data is available)
- Mutual and automatic aid systems

### Phase III: Fire Station Evaluation and Facilities Master Plan

This section provides an overview of the process WSKF Architects and our engineering partners would propose to complete the Master Plan and Facility Assessment of all Gainesville Fire Rescue facilities and infrastructure. While our process is comprehensive, our focus here is on four critical elements: focus on Gainesville's unique needs, engagement of the City/Department stakeholders, focus on functionality, and the most cost-effective strategies to addressing deficiencies. We focus on these areas because they will have the greatest and most tangible impact on delivering outcomes that offer the City/Department enduring value in the form of best value, durability, and low maintenance. Our process is distinguished by:

- A systematic project approach with proven results.
- A process focused on discerning Gainesville's unique facility needs and ensuring your goals guide all planning and design work.
- Ability to balance competing interests and identify the best-value approaches to meeting your priorities.
- A leadership approach leveraging WSKF's expertise in fire facility assessment and design.

#### *Engaging Stakeholders*

Our first step will be to meet with the City/GFR project manager, project stakeholders, and other chosen project members to complete a roundtable discussion to ensure a common understanding of project goals and to confirm the proposed timeline.

Our assessment of existing facilities will carefully document what is and is not working in the facilities based on input from fire command leaders as well as front-line staff. We will also document facility deficiencies and opportunities to implement best design practices in fire facilities.

During the formulation of the project program requirements, involvement is typically with user groups from command staff and representative station personnel. Our understanding of industry-standard functional requirements for public safety projects will assist to inform staff of what is typical and expected for efficient operations. This open and collaborative communication between user groups and the architectural-engineering team will help to hone in on final requirements for the project and give credibility to the end result.

Specific fire facility criteria we will focus on will include:

- Overall space planning and balancing the requirements of GFR
- Efficient flow and layout
- Turnout efficiency: path of travel

- Design supporting department's decon protocols
- Homelike and restorative setting for fire crews
- Design supporting department's efforts to recruit, retain and motivate fire crews
- Fitness space designed around full range of crews' workout regimens
- Safety and security
- Tactical training elements that meet best practices across all of your training efforts
- Alignment with NFPA standards

### ***Site Infrastructure Assessment***

- Access and circulation, apparatus turn radius
- Apparatus driver sight lines and safe ingress/egress
- General condition of site infrastructure (apron, parking, walkways, site lighting, retaining walls)
- Any apparent deterioration due to stormwater on site
- Zoning of site for clarity regarding crew and visitor parking

PKMR Engineers (MEP engineer) and Bob D. Campbell (structural engineer) will provide assessment in some critical areas.

- PKMR will assess overall HVAC and other building systems for general functionality and effectiveness, life expectancy, and energy efficiency.
- PKMR will also provide insights and recommendations in line with GFR's intent on mitigating toxins in the bays through decon practices, pressurization, optimal humidity range, filtration, and exhaust systems.
- Life safety: fire protection and suppression, fire alarms, fire sprinklers, access control, and general facility security
- In consultation with GFR, PKMR will also provide input on strategies to improve energy and resource efficiency in line with the City's policies and intent.
- Bob D. Campbell will work with City staff to ensure a common understanding of Gainesville's interpretation of the Florida Building Code as it relates to storm resistance, storm shelter requirements. Once that understanding is established Chris Boos with Bob D. Campbell will provide assessment and recommendations for addressing deficiencies.

### ***Space Planning/Alignment***

Once the architectural/engineering team has obtained information about GFR practices and protocols, no singular task has greater influence on all other aspects of the project than the assignment of space. As the Owner's consultant, we believe it is important to know the required space necessary to perform all public safety operational tasks. Anyone can assign some amount to a given task, but providing the proper amount of space requires experience. Too much space will be perceived as excessive wants, while too little space will result in premature obsolescence of facilities.

We examine many factors in assigning the appropriate amount of space. As specialists in these facilities, we have one of the best databases available for this task. Comparing space sizes to those standards used in the industry lends credibility to the final outcome. This same experience and database are used in all areas of our analysis on the project, including administrative space, full range of station functions, tower and burn buildings, logistics/warehouse.

### ***Supporting Gainesville's Sustainability Policies***

Sustainability and resource efficiency is second nature in our approach to station assessment and design. It is also holistic in that it involves multiple aspects of station design—material choices, roof systems, insulation, window systems, interior finishes, use of recycled materials, HVAC and building systems, plumbing, lighting, and other elements. We will ensure our approach is in alignment with your policy and intent.

### ***Modernization vs. Replacement***

With input from GFR and City stakeholders, a detailed assessment of all facilities, health and wellness assessment, and storm resistance assessment, we can begin the broader work of documenting current conditions and recommendations by facility in terms of modernization or replacement.

Regarding Stations 3, 7, and 9, we will work with GFR to ensure the sites being considered will meet your requirements for all station needs (accommodate the building footprint, aprons and apparatus circulation, parking, etc.). This will include site sizes and configuration across these needs.

As GFR confirms the intent to replace stations, we will work with you to arrive at a station size and use it to estimate total replacement cost (construction, site development, design fees, furniture and equipment, backup power, etc.) Our approach blends our broader experience with design and costing of stations within the local market conditions in Gainesville.

### ***Providing A Clear Path Forward***

The end result of our diligent work will be a master plan that documents our assessment findings, recommendations, and reasoning for how we arrived at our findings. We can assure the City of Gainesville and GFR of a finished project with the needed rigor and that is action-oriented in giving the City and Dept. a clear path forward in meeting your future fire facility needs.

## **Phase IV: Predictive Analysis and Future Development and Service Delivery Triggers and Associated Alternative Deployment Strategies**

1. **Pre-validation analysis:** this deliverable will consist of an analysis of all data provided by GFR, with an assessment of its overall suitability for the following analyses, identification of any errors or inconsistencies, suggestions for data process improvements as needed and plans for workarounds or adjustments to facilitate the following analyses, if necessary.
2. **Future incident demand scenario generation, analysis, and documentation:** this project deliverable will consist of alternate scenarios for GFR's future incident demand, based upon background growth models and likely development scenarios identified by the City's planning staff, in conjunction with GFR command staff. Alternate scenarios will include high, medium and low growth assumptions, as well as alternate models of full and partial buildout of proposed new development. Such scenarios will be developed in close consultation with GFR command staff and City planning staff, and background growth models will be validated against historical data using holdout datasets, and predictive efficacy metrics reported. These alternate growth scenarios are a rich source of data and visualizations useful for communicating the nature of growth to stakeholders. They will also enable GFR command staff to evaluate service impact and the need for deployment model changes across a range of possible future scenarios. Demand scenario generation will be performed using the Code3 Visionary tool described above. This deliverable will also include the development of street network models compatible with each growth scenario.

- Analysis of operational impacts:** This phase of the project will deliver an assessment of the impact of the service demand scenarios developed in the preceding phase. These assessments can include (a) impact on key performance benchmarks; (b) impact on workload and distribution metrics such as unit-hour utilization, reliability, concurrency, and “missed calls;” and (c), if requisite cost information is available, impact on service delivery cost. Figure 1 shows a hypothetical cost impact analysis for low, medium, and high-intensity scenarios at two different buildout points, with an additional potential development at the later point, compared to the past year’s data.

**Figure 1: Hypothetical Cost Impact Analysis**

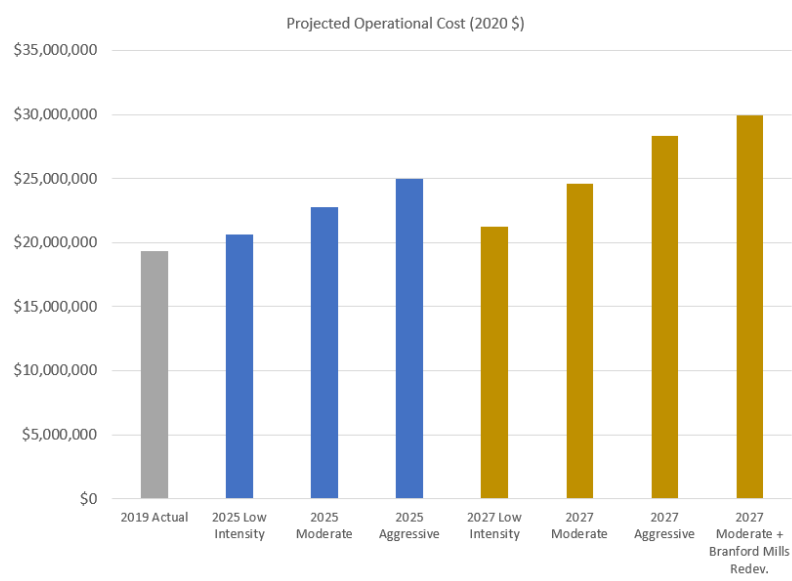
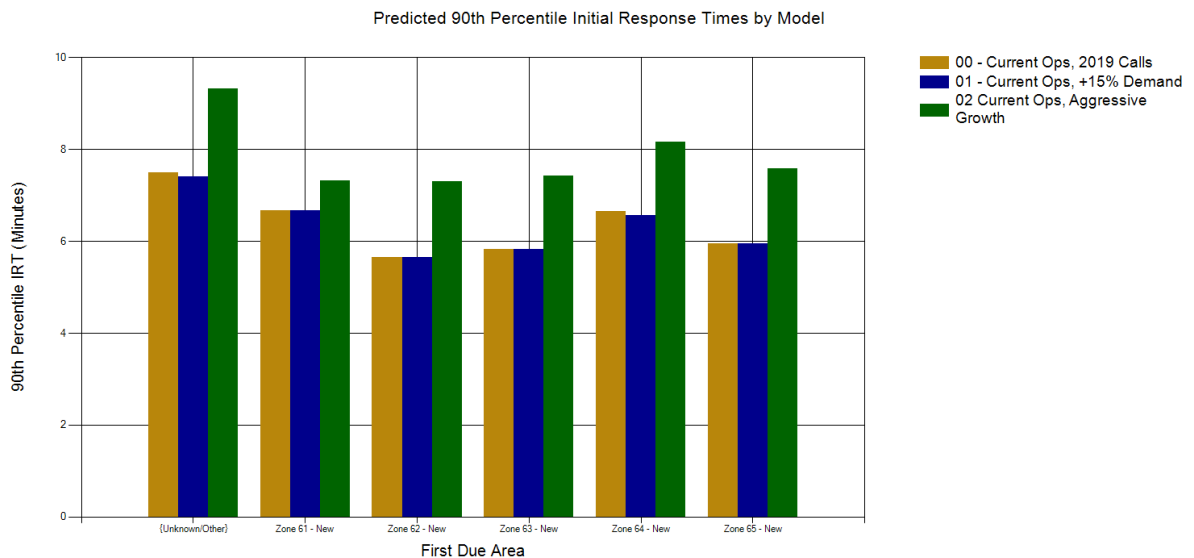


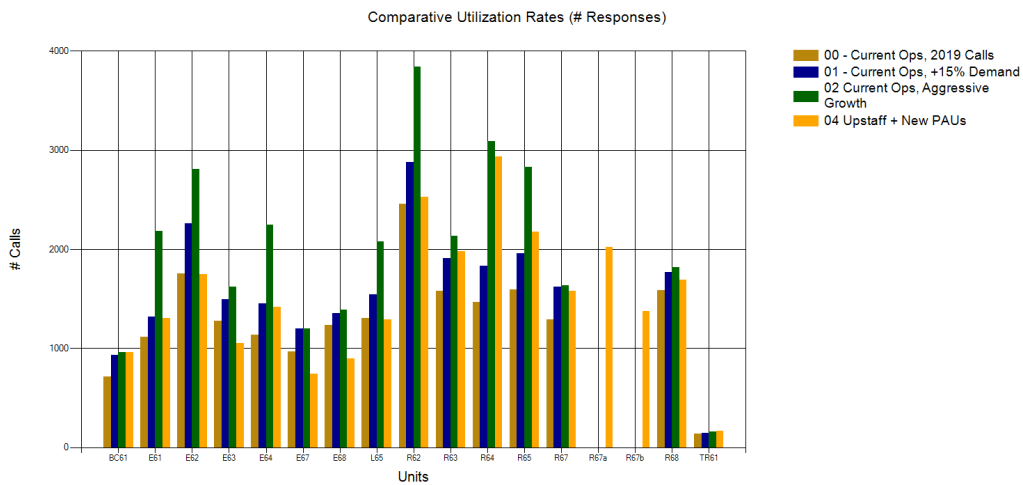
Figure 2 shows another hypothetical example of the predicted impact of moderate and aggressive growth scenarios, assuming current resource deployments, on an example accreditation response time metric.

**Figure 2: Hypothetical Performance Impact Analysis**



**Evaluation of alternate deployment strategies:** This phase of the project will analyze and assess up to 12 alternate deployment strategies jointly developed by GFR command staff and project consultants. These strategies may include alternate station locations, redeployment of apparatus and staff, scheduling options (if desired), and dispatching methods. They will account for the alternate growth scenarios detailed above, as well as associated changes in street networks. Development of models will be performed iteratively: GVR command staff and consultants will identify an initial set of models, obtain simulated results and refine and/or add models over several cycles to identify optimal solutions. Each model will provide predicted values for a range of metrics identified in advance by GFR command staff (typically including CFAI/NFPA/ISO performance metrics, unit utilization, reliability and others). These metrics will be presented numerically, graphically and in map format as required by GFR command staff. A key element of this deliverable will be evaluating “trigger points” (based upon alternate growth assumptions) for implementing deployment, staffing and other operational changes. Figure 3 provides a hypothetical example of a workload analysis for the simple growth scenarios given in Figure 2, with an additional deployment model (bright yellow) featuring two new peak activity units to relieve potential over-utilization in the aggressive growth case.

**Figure 3: Hypothetical Effects of Alternate Deployment**



4. **Digital archive:** project consultants will provide a complete digital archive of all data imported and generated for this project, along with sufficient documentation to recreate or audit the analyses delivered as described above.
  
5. **OPTIONAL self-sufficiency for future analyses:** At GFR’s option, the project team will provide to GFR complete licenses, installation, training, and support for the Code3 Visionary and Code3 Strategist software tools at the conclusion of the product, including all datasets and models developed for the product. This will enable GFR staff to update the analyses delivered under this project self-sufficiently in the future as conditions and development plans evolve. It will also enable GFR to perform ongoing analysis of its operations and potentially speed, simplify and improve the transparency of complex accreditation calculations. This option will include 24 hours of interactive training for up to six GFR staff members, aimed at providing technician-level expertise in predictive modeling. It will also include 12 months of standard product maintenance and support according to the terms and conditions of the standard product maintenance and support agreement. If GFR elects this option within six months of study completion, a discount of 12.0% will apply to the cost of software licenses and first-year support and maintenance.

## **Phase V: Station Location and Optimization Recommendations**

The project concludes with strategies intended to place the organization in a position to serve its future demand and risk successfully. ESCI will develop and analyze various facility location models for providing emergency services with the specific intent of identifying those options that can deliver the desired levels of service identified in the previous task at the most efficient cost. Recommendations will be provided, identifying the best long-range strategy for service delivery and the impact of initiating such a strategy.

### ***Task 5-A: Development of Response Standards and Targets***

An appropriate response performance goal for first unit arrival time will be developed (or existing targets confirmed), matching the nature and type of risks identified in the previous report sections. The performance goal will be used in the development of, and the projection of performance for, subsequent facility location strategies.

### ***Task 5-B: Recommendations on Long-Term Future Fire Station Locations***

- Any relocations of existing fire stations
- Need for future fire stations and potential locations
- GIS images of future fire station locations

### ***Task 5-C: Short and Mid-Term Strategies***

Recommendations for improving service delivery and system efficiency prior to any full implementation of the long-term strategy will be provided in areas such as:

- Agency management and organization
- Staffing and personnel deployment
- Service delivery methods
- Training programs
- Enhanced cooperative service agreements with other communities or agencies
- System funding and cost recovery
- Others as appropriate and necessary

### ***Task 5-D: Cost Projections***

ESCI will provide general projections of the cost of recommended long-term strategies, specifically related to:

- Facility changes or additions
- Staff changes or additions
- Primary apparatus changes or additions

Cost projections will be provided for both capital expenditures and on-going operational costs. Operational costs will be provided as one-year projections of additional or reduced expenditures resulting from full implementation of the strategy. Additional findings and recommendations will be made, where appropriate, regarding:

- Options for long-term funding strategies
- Options for cost avoidance
- Options for cost recovery



## Phase VI: Development, Review, and Delivery of Final Report

### Task 6-A: Development and Review of Draft Project Report

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

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

### Task 6-B: Delivery and Presentation of Final Project 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 general 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)

## Project Timeline

ESCI offers the following project timeline, which is subject to change based upon the mutual agreement of the client and ESCI. The timeline will not begin until ESCI has been provided with *all* information and data necessary for the successful completion of the project.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase I: Project Initiation						
Phase II: Evaluation of Current Conditions						
Phase III: Facilities Evaluation & Master Plan						
Phase IV: Predictive Analysis, Future Development, and Service Delivery Triggers and associated Alternative Deployment Strategies						
Phase V: Station Location and Optimization Recommendations						
Phase VI: Development, Review, & Delivery of the Project Report						

## Price Proposal

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

Project Phase	Avg. Hourly Rate	Hours	Total
<b>Phase I:</b> Project Initiation	\$165	60	<b>\$9,900</b>
<b>Phase II:</b> Evaluation of Current Conditions		280	<b>\$46,200</b>
<b>Phase III:</b> Facilities Evaluation & Master Plan		240	<b>\$39,600</b>
<b>Phase IV:</b> Predictive Analysis, Future Development, and Service Delivery Triggers and associated Alternative Deployment Strategies		108	<b>\$17,820</b>
<b>Phase V:</b> Station Location and Optimization Recommendations		60	<b>\$9,900</b>
<b>Phase VI:</b> Development, Review, & Delivery of the Project Report		80	<b>\$13,200</b>
<b>Total Cost of Project (not to exceed):</b>		<b>828</b>	<b>\$136,620</b>

### Hourly Rates

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

### Levrum’s Optional Add-Ons

The following pricing refers to Levrum’s add-on options.

Deliverable Element	Price to Customer
<b>OPTIONAL</b> software suite, list pricing (up to 25,000 incidents annually, CFAI accredited agencies)	\$30,700
<b>OPTIONAL</b> software suite, discounted pricing, if purchased within 6 months of study completion	\$27,100
<b>OPTIONAL</b> software suite, 3-year amortized purchase, first 3 years, per year (list price)	\$17,200
<b>OPTIONAL</b> software suite, 3-year amortized purchase, first 3 years, per year (discount price, if purchased within six months of study completion)	\$15,200

## Qualifications

### ESCI's Capabilities

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

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

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

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

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

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

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

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

#### ESCI at a Glance

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

## The ESCI Advantage

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

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

The *ESCI Advantage* includes:

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

## ESCI Offices

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

### Headquarters Office

**Andrea Hobi, Business Manager**

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

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

### Corporate Office

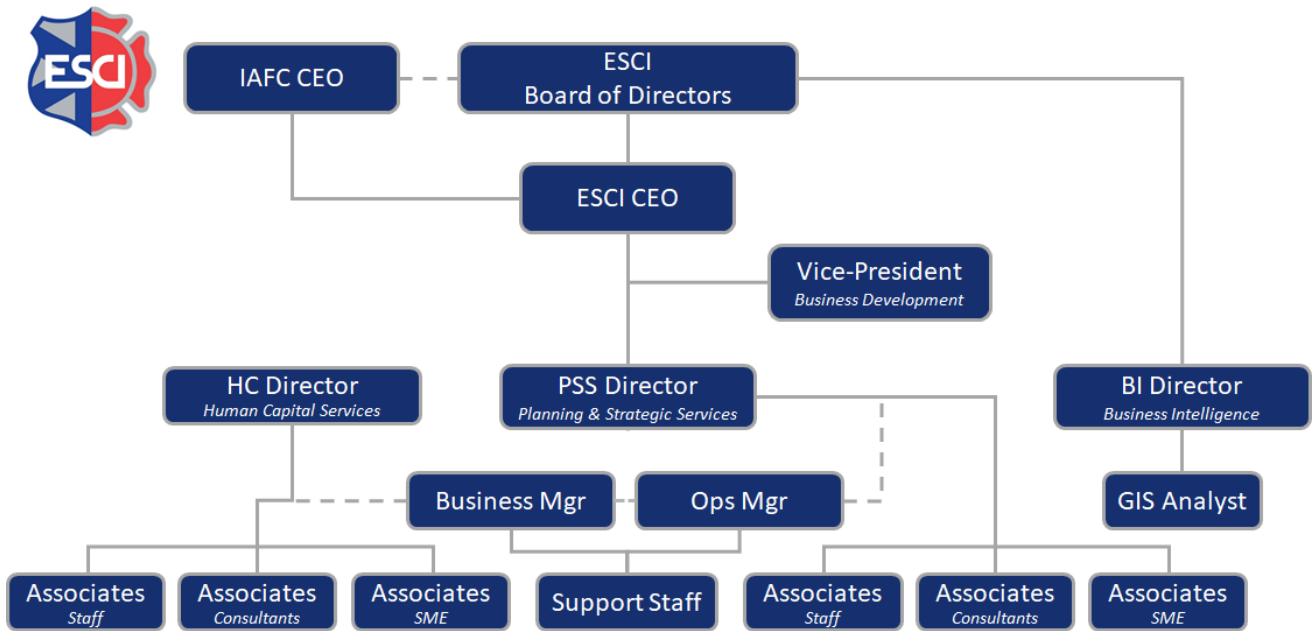
**Mike Roth, Operations Manager**

4795 Meadow Wood Lane, Chantilly, VA 22033

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

## ESCI Organizational Chart

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



## Levrum’s Capabilities

### Company Background

Levrum, Inc. is a software and predictive analytics provider specializing in future workload, accreditation analytics and deployment modeling for fire/EMS agencies. Levrum has been recognized as a “technology leader” by a number of leading accredited agencies; its staff includes data scientists, software architects and analysts with extensive patents and publications in applied machine learning and knowledge representation, as well as senior fire/EMS command staff and operations personnel. Its products and services are used by over 40 agencies in the U.S.

### Technology Overview

The proposed analysis will use Levrum’s Code3 Visionary software to build predictive scenarios of future incident workload, and its Code3 Strategist software to analyze service impact and evaluate alternate resource strategies for coping with different future demand scenarios.

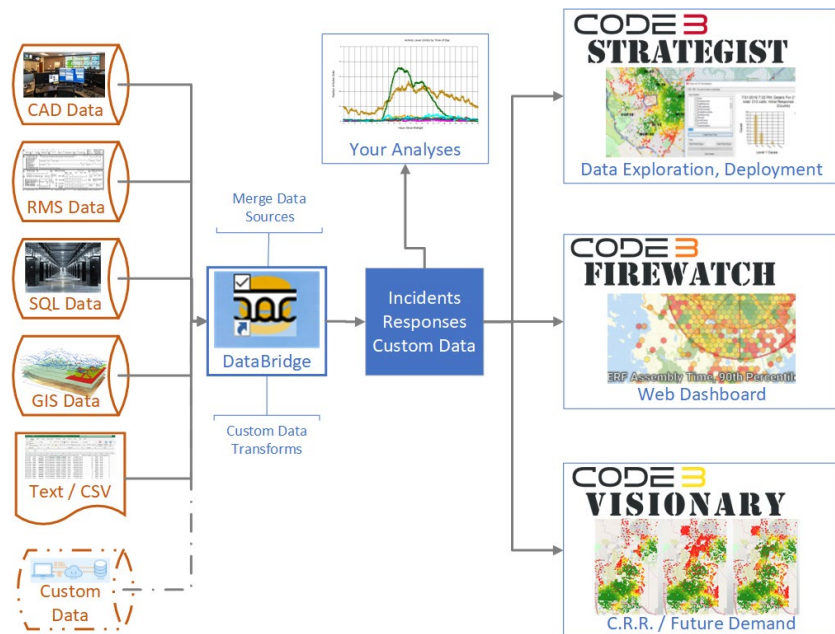
Code3 Visionary uses a proprietary framework of statistical and machine learning methods to deliver and validate detailed predictions of workload growth and change by incident type, location and time factors. The predictive model is validated against historical data and provides “cone of uncertainty” metrics used to build scenarios at varying intensity levels. Predicted incident workload datasets are used to calculate raw statistics on demand growth and change, and can also be used in Code3 Strategist to predict impact on service delivery and assess strategic deployment options.

Code3 Strategist provides advanced data analytics for evaluating financial and service impact of future demand scenarios, and also provides the ability to perform fine-grained simulation of alternate deployment models against service demand models from the recent past as well as multiple, alternate future demand scenarios for differing intensities of growth. Capabilities include the ability to simulate new/modified/consolidated station locations, alternate apparatus deployments, staff assignments, company sizes, schedules (including peak activity units), cross-staffing, changes in street networks, dispatch policies, auto-aid agreements and other aspects of operations. Simulation can predict a deployment model’s effects on key timing metrics (including the full spectrum of CFAI, NFPA and ISO metrics), unit workload metrics (utilization rates, reliability, response demand, apparatus mileage, etc.) and cost factors.

Levrum’s Databridge tool can be used to aggregate, merge, filter and transform data from disparate data sources (CAD, RMS and GIS, among others) into a single coherent view of incident and response data that is used by Code3 Strategist and Code3 Visionary. This tool can be highly effective in remediating / reconciling errors or inconsistencies identified during the discovery and pre-validation phase of the analysis.

Figure 4 illustrates the data flow from raw data through these software components.

**Figure 4: Predictive Analytics Data Pipeline**



## Architectural & Engineering Team Overview

### **WSKF Architects (North Kansas City, Mo.)**

Since our founding 50 years ago WSKF Architects, based in metro Kansas City, has earned a reputation for proven project performance in assessment and design of fire service facilities. We bring our expertise to problem solving—all in service of meeting each client’s unique needs. We have planned and designed \$168 million in public safety facilities across multiple states. Some of the best-regarded fire agencies have turned to WSKF for design expertise. WSKF Architects and our engineering partners continue to deliver design breakthroughs focused on the challenges facing today’s fire service including turnout efficiency, crew health and wellness, staff recruiting and retention, and facility performance and durability.

### **AVCON (Civil engineer, Orlando, Fla.)**

AVCON was established in 1988 in Orlando and has grown to over 100 highly qualified and dedicated engineers and other staff in offices across the Southeast. They have served communities and municipal entities across Florida on a range of projects including fire/EMS facilities.

### **PKMR Engineers (MEP engineers, Lenexa, Kan.)**

Since 2002 PKMR, Lenexa, Kan., has provided MEP engineering services on an array of fire and public safety facilities with WSKF Architects. Their expertise spans HVAC and other building systems, facility security and access control, bay exhaust/filtration systems and energy efficiency. PKMR has collaborated with WSKF on more than 120 projects including numerous fire facilities.

### **Bob D. Campbell & Co. (Structural engineer, Kansas City, Mo.)**

Since their founding more than 55 years ago Bob D. Campbell has earned a reputation as one of the best-regarded independent structural engineers. They have collaborated with WSKF on numerous fire stations over the last two decades. Chris Boos brings particular expertise in codes and standards for storm resistance in buildings.



**FIRE FACILITY PLANNING & DESIGN EXPERTISE**

WSKF Architects has earned a reputation as a leader in fire/EMS station and public safety planning and design. Our planners and designers have worked with fire/EMS service agencies large and small, career and volunteer, urban and rural. Our portfolio includes more than \$168 million in station projects over the past several years. We bring our expertise, experience and a creative approach to problem solving to each project -- all in service of meeting each client's unique needs.

WSKF Principals Rick Kuhl and Dalyn Novak lead our public safety practice. Their knowledge of fire/EMS service requirements, station design, practical problem solving, rigorous approach to quality control and service to clients have earned our firm the respect and repeat projects of agency leaders and departments.

We believe our clients' satisfaction is the ultimate measure of the quality of our work. Here's what a few of our clients and fire service leaders say about us.

"This is a footprint the rest of America should be paying attention to. This is a great model for how a forward thinking, aggressive fire department is looking toward the future for how to protect a growing community here in Oklahoma."  
 — Chief (Ret.) Bobby Halton, editor in chief, Fire Engineering magazine during his visit to Owasso, Okla., HQ/Station and tactical training campus designed by WSKF.

"I would like to thank you and your firm for the work on our recently completed fire station. From day one, you were listening to our ideas and desires. This was the first new station built in our city in 35 years. It is a source of pride for the citizens of the north end of our city and we constantly hear positive comments. Our fire fighters have a facility that is easy to work out of and durable enough to withstand someone living there 24/7."  
 — Fire Chief Mike Dalsing, St. Joseph (Mo.) Fire Dept.

"We appreciate the extra time you spent working on this project to overcome several issues that were out of your control. We have been very impressed with your coordination and communication efforts and the professional manner in which you worked through the challenges of this project. The Fire Department and City are proud of our new facility."  
 — Fire Chief Darrell Wright, Chillicothe (Mo.) Fire Dept.

**Our Experience Spans**

- New station design
- Renovations and expansions
- Station location studies and consultation
- Site and feasibility studies
- Station or departmentwide facility assessments
- Space planning
- Cost estimates and budgeting
- Options for funding
- Support for bond campaigns
- Tactical and classroom training facilities and campuses
- Apparatus maintenance and storage facilities





## Project Manager & Support Staff

### Project Team Assignments

Emergency Services Consulting International has assigned the following associates to the project. All team members will be available for the duration of the project. Along with the project team, ESCI’s full-time staff will be available to assist on the project as needed. Detailed information on the background and qualifications of each member of the team will be found at the end of this proposal.

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

- Assist in the development and coordination of a project work plan.
- The ability to work closely with your representatives.
- Facilitate project team meetings to share project findings and ideas.
- Provide direction based on experience in similar situations, and knowledge of station location and evaluation studies.

Team Member	Project Assignments
<p><b>Sheldon Gilbert</b> <i>Chief Executive Officer</i></p>	<ul style="list-style-type: none"> <li>• Project Oversight</li> <li>• Project Consulting</li> </ul>
<p><b>Stuart McElhaney</b> <i>Finance Consultant</i></p>	<ul style="list-style-type: none"> <li>• Finance SME</li> <li>• Project Consulting</li> </ul>
<p><b>Stuart McCutcheon</b> <i>Director of the Business Intelligence Unit</i></p>	<ul style="list-style-type: none"> <li>• GIS/Mapping</li> <li>• Service Delivery</li> <li>• Project Consulting</li> </ul>
<p><b>Dave Downey</b> <i>Associate Consultant/SME</i></p>	<ul style="list-style-type: none"> <li>• Subject Matter Expert</li> <li>• Project Consulting</li> </ul>
<p><b>Melissa Vazquez Swank</b> <i>Quality Assurance Specialist</i></p>	<ul style="list-style-type: none"> <li>• Quality Assurance</li> <li>• Document Management</li> </ul>
<p><b>Andrea Hobi</b> <i>Business Manager</i></p>	<ul style="list-style-type: none"> <li>• Contract Management</li> </ul>
<p><b>Levrum</b> <i>Associate Firm</i></p>	<ul style="list-style-type: none"> <li>• Software and predictive analytics provider specializing in future workload, accreditation analytics, and deployment modeling for fire/EMS agencies</li> </ul>
<p><b>WSKF Architects</b> <i>Associate Firm</i></p>	<ul style="list-style-type: none"> <li>• Assessment and design of fire service facilities</li> </ul>

## Project References & Experience

### Project References

The following are several examples and references out of the hundreds of projects and studies previously completed by ESCI. If requested, ESCI can provide additional examples and client references.

Marion County (Florida)	
<b>Project:</b>	Fire Rescue Master Plan
<b>Project Manager:</b>	Don Bivins
<b>Population:</b>	354,353
<b>Completed:</b>	January, 2019
<b>Contact:</b>	James Banta
<b>Title:</b>	Fire Chief
<b>Phone:</b>	352-291-8043
<b>Email:</b>	James.banta@marioncountyfl.org
<p><b>Project Description:</b>                      Marion County Fire Rescue engaged ESCI to conduct a master plan for the agency. The project included conducting a current conditions assessment, future population projections, future demand projections, and recommendations for strategies moving forward. As the exclusive ALS transport agency, a specific focus for some on the team was the EMS delivery system. The results of the analysis determined that the department’s service demand far exceeded its available resources. Response performance was lagging behind internally developed response performance goals by over 28% (2:37 longer than the 8:59 goal), unit reliability at only one-third of the station was at or above 75%, call concurrence for greater than 16 simultaneous calls grew by over 40% in 2017 over 2016, and seven Rescues (transport units) had UHU’s exceeding .30, considered by ESCI to be the maximum effective rate.</p> <p><b>Key Recommendation(s):</b>                      A cost-benefit analysis was conducted for the cost of dedicated interfacility transports (IFTs) versus the revenue they generate. The revenue exceeded the cost of adding Rescues to offset the demand by three to one, so additional rescues were recommended for both IFTs and 9-1-1 responses. Three potential future station sites were identified, with alternatives to be considered (e.g., jointly operated stations, auto aid agreements, transition agreements due to annexation). An organizational restructure was recommended to increase administrative positions, reorganize mid-management positions, and create additional support positions in fire prevention. The volunteer program was also recommended to be bolstered, with strategies for recruitment and retention of volunteers.</p>	

Sarasota County Fire Department (Florida)	
<b>Project:</b>	Master Plan and Standards of Cover
<b>Project Manager:</b>	Stuart McElhaneey, COO
<b>Population:</b>	412,569
<b>Completed:</b>	December, 2018
<b>Contact:</b>	Michael Regnier
<b>Title:</b>	Fire Chief
<b>Phone:</b>	941.861.5000
<b>Email:</b>	mregnier@scgov.net
<p><b>Project Description:</b> This project combined a Long-Range Master Plan and Standards of Cover for a large, metro fire department, analyzing current deployment and providing multiple recommendations for the future.</p> <p><b>Key Recommendation(s):</b> Implementation of non-traditional staff scheduling. Strategies for addressing growth in population and service demand. Transition from 2 to 3-person apparatus staffing. Recommended alternative response plans and peak demand units. ERF strategies. Multiple staffing and deployment modifications.</p>	

**City of Denton (Texas)**

<b>Project:</b>	Incident Demand Study: Fire Station & Resource Triggers	<b>Contact:</b>	Kenneth Hedges
<b>Project Manager:</b>	Sheldon Gilbert	<b>Title:</b>	Fire Chief
<b>Population:</b>	138,541	<b>Phone:</b>	940-349-8840
<b>Completed:</b>	July 2020	<b>Email:</b>	Kenneth.Hedges@cityofdenton.com

**Project Description:**  
 This report built upon the *Community Risk Assessment: Standards of Cover* that ESCI completed for the Denton Fire Department and discussed the current and future resource workload distribution, response coverage capability, and predicted demand for service from the calendar year 2020 to 2045. The overarching intent of the report was to establish metrics (i.e., “triggers”) to assist the Denton Fire Department and City Council in proactively planning for citywide emergency service demands. ESCI presented the Denton Fire Department with 11 opportunities for improvement to workload distribution, response coverage capabilities, and service demand response.

**Dallas-Fort Worth Airport (Texas)**

<b>Project:</b>	Airport Fire Services Master Plan	<b>Contact:</b>	Brian McKinney
<b>Project Manager:</b>	Sheldon Gilbert/Lane Wintermute	<b>Title:</b>	Fire Chief
<b>Population:</b>	> 67 million annual passenger traffic	<b>Phone:</b>	972.973.3503
<b>Completed:</b>	May 2017	<b>Email:</b>	bmckinney@DFWairport.com

**Project Description:**  
 ESCI completed an Airport Fire Services Master Plan, analyzing the agency’s current conditions, future service demand, and future service delivery strategies.

**Key Recommendation(s):** Consolidation of existing fire and ARFF stations. Addition of one structural fire station. Deployment recommendations. Future station location options.

## Other Experience

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

Project Category & Title	Organization	Location	Year
<b>Agency Evaluations</b>			
Agency Evaluation	Mesquite Fire Department	TX	2020
Agency Evaluation	Little York Fire Department	TX	2020
Fire Department Staffing Analysis	Santa Rosa Fire Department	CA	2020
Fire Department Evaluation	Yreka Fire Department	CA	2019
Regional EMS System Development	Henry & Jefferson Counties	IA	2019
EMS Agency Analysis	Catawba County EMS	NC	2018
Emergency Services Operations Analysis	Strathcona Emergency Services	Canada	2017
<b>Fire/EMS Master &amp; Strategic Plans</b>			
Long-Range Master Plan	Rowlett Fire Department	TX	2020
Long-Range Master Plan	Smith County ESD #2	TX	2020
Customer-Centered Strategic Plan	Smith County ESD #2	TX	2020
Long-Range Master Plan	Medina County ESD #1	TX	2020
Master Plan & Standards of Cover	Winnipeg Fire Department	Canada	2020
Master Plan	City of Rock Springs	WY	2020
Fire Rescue Master Plan	Marion County Fire Rescue	FL	2019
Hazard Analysis/Master Plan	City of Dearborn	MI	2018
Fire Rescue Master Plan	Mountain View FPD	CO	2017
Airport Fire Services Master Plan	Dallas-Fort Worth Airport	TX	2017
Fire Services Master Plan	Brighton Area Fire Authority	MI	2017
<b>Standards of Cover/CRA</b>			
CRA/Standards of Cover	Garland Fire Department	TX	2020
CRA/Standards of Cover	Houston	TX	2020
CRA/Standards of Cover	Denton County	TX	2020
Standards of Cover/CRA	City of Santa Maria	CA	2020
Standards of Cover/CRA	Menlo Park	CA	2020
CRA/Standards of Cover	Rockwall	TX	2019
Standards of Cover/CRA	City of Salinas	CA	2019
Community Risk Assessment	Romulus Fire Department	MI	2019
Standards of Cover/Strategic Plan	Santa Rosa Fire Department	CA	2016
<b>Cooperative Services &amp; Consolidations</b>			
Performance Review & Alternative Governance	North Tahoe and Meeks Bay FPD	CA	2018
Consolidation Feasibility Study & Service Review	Local Agency Formation Commission	CA	2018
Cooperative Efforts Feasibility Study	City of Santa Rosa & Rincon Valley FPD	CA	2016



**FIRE/EMS FACILITY EXPERIENCE**

**WSKF Architects**

**Charlie Louis Station Renovation**  
Columbus, Neb. In Progress

**Public Safety Training Campus Design**  
Sioux Falls, S.D. In-Progress

**Callaway County Ambulance District Station Renovation**  
Fulton, Mo. In Progress

**Southern Platte FPD Station No. 1 Renovation**  
Parkville, Mo. In-Progress

**Southern Platte FPD Station No. 3 Renovation**  
Parkville, Mo. In-Progress

**Lee's Summit Fire Station No. 3**  
Lee's Summit, Mo.

**Fire and Police Facility Needs Assessment/Study and Design**  
City of Maryville, Mo.

**Public Safety Training Campus Master Plan**  
Sioux Falls, S.D.

**New Fire Headquarters & Station**  
Columbus, Neb.

**Fire Facilities Feasibility/Needs Study**  
Casper, Wyo.

**Owasso New Fire Station, HQ Facility & Tactical Training Campus**  
Owasso, Okla.

**Fire Station No. 74**  
Shawnee, Kan.

**Tri-County Ambulance District Station & Headquarters**  
Plattsburg, Mo.

**Westran Fire Protection Dist. Facilities**  
Randolph County, Mo.

**New Fire Stations No. 9 and No. 11**  
St. Joseph, Mo.

**Emergency Services Facility Joint Fire and Police**  
Coffeyville, Kan.

**Smithville Area FPD Station**  
Smithville, Mo.

**Pleasant Valley Fire Station**  
Pleasant Valley, Mo.

**Linn County E-911 Dispatch Center**  
Marceline, Mo.

**Joint Fire & Police Facility Needs Assessment/Study and Design**  
City of Overland Park, Kan.

**Olathe Fire Department Station No. 2 Renovations**  
Olathe, Kan.

**Fire, Police, Courts Needs Assessment/Study and Design**  
City of Nevada, Mo.

**Fire Department Station No. 2 Condition Assessment & Space Needs Study**  
Olathe, Kan.

**New Station Design for Karns Volunteer Fire Department**  
Knoxville, Tenn.

**Fire Station Needs Assessment & Feasibility Study**  
City of Humboldt, Kansas

**Fire Department Headquarters Renovation and Addition**  
Chillicothe, Missouri

**St. Joseph Fire Station No. 12 Renovation/Addition**  
St. Joseph, Missouri

**Sni Valley Fire Protection District Fire/EMS Stations 1 and 2**  
Oak Grove, Missouri

**Lee's Summit Fire Station No. 2**  
Lee's Summit, Missouri

**West Platte Fire Protection District Fire/EMS Station No. 1**  
Weston, Missouri

**Lenexa Fire Station No. 5**  
Lenexa, Kansas

**Saline County E-911 Facility**  
Marshall, Missouri

**Lee's Summit Fire Station No. 7 and Training Center**  
Lee's Summit, Missouri

**Lee's Summit Fire Station/Headquarters Renovation**  
Lee's Summit, Missouri

**Pittsburg Fire Station**  
Pittsburg, Kansas

**Linn County Ambulance District**  
Brookfield, Missouri

**Mid-County Fire Substation**  
Camdenton, Missouri

**Adair County Air Ambulance Facility and Addition**  
Adair County, Missouri

**Liberty Fire Station No. 1 Addition and Renovation**  
Liberty, Missouri

**South Platte Fire Station No. 1**  
Parkville, Missouri

**Emergency Medical Services and Fire Station Addition**  
Harrisonville, Missouri

**South Platte Headquarters No. 3 Fire Station and Addition**  
Parkville, Missouri



## Disclosures & Practices

### Conflict of Interest Statement

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

### Insurance

ESCI is insured in excess of \$2,000,000. A copy of the ESCI liability insurance certificate is included in Appendix C.

### Litigation

ESCI has no past and/or pending litigation or unresolved lawsuits.

### Employment Practices

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

### Proposed Payment Schedule

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

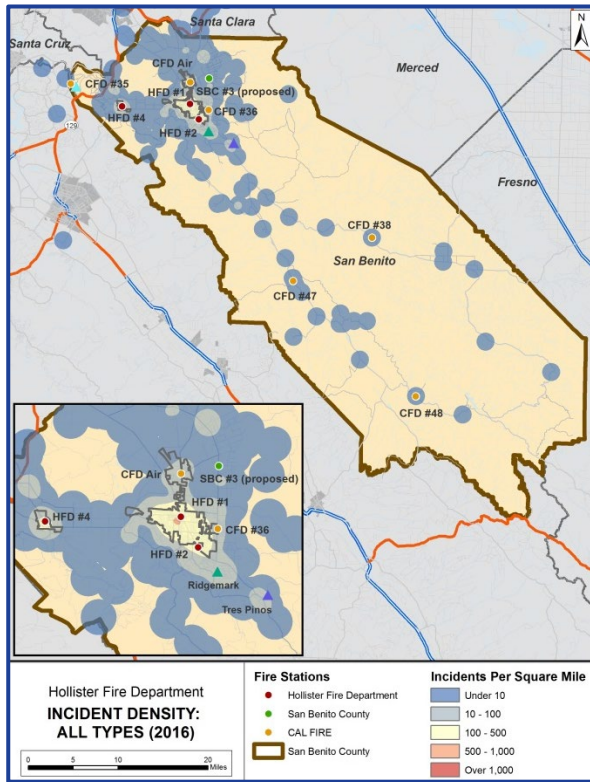
### Information Relative to Cost Quotation

- Bid quotation is valid for 90 days.
- ESCI Federal Employer Identification Number: 23-2826074.
- When requested, and in a timely manner, the client will provide data, information, and materials required for the completion of the objectives outlined in the Scope of Work submitted in this proposal.
- ESCI shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

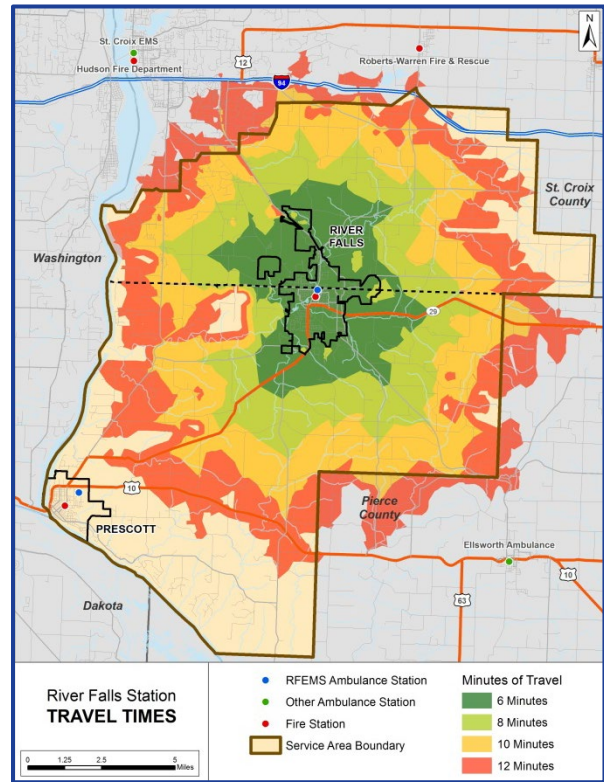
# ESCI Examples of GIS Maps & Images

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

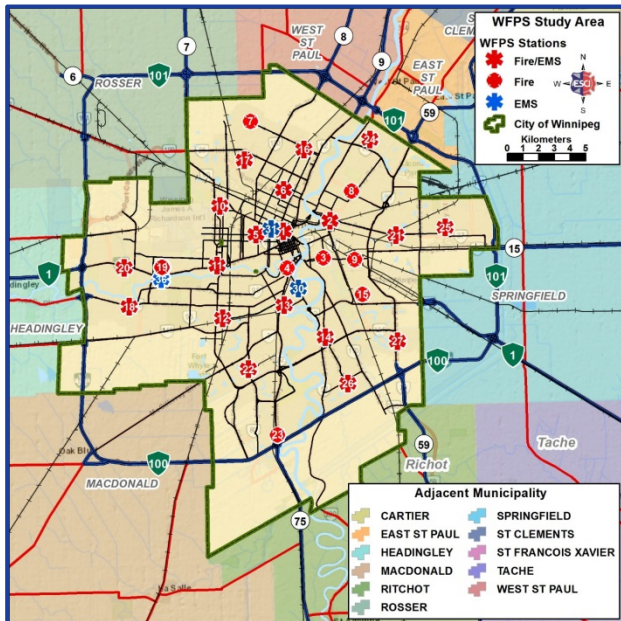
### Incident Density Example



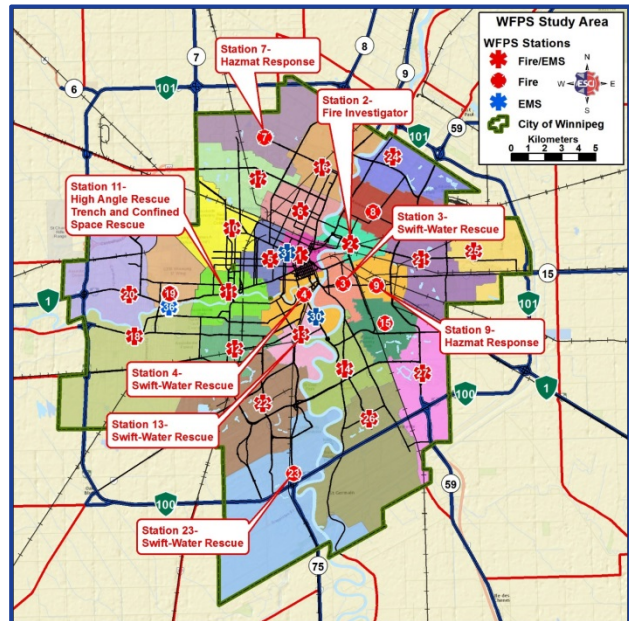
### Travel Time Example



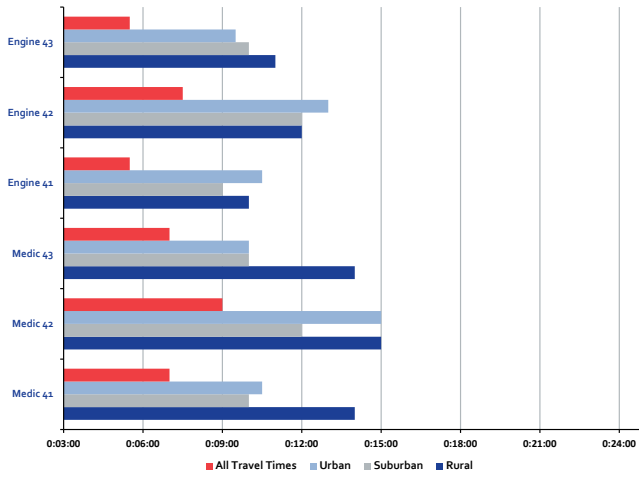
### Study Area Example



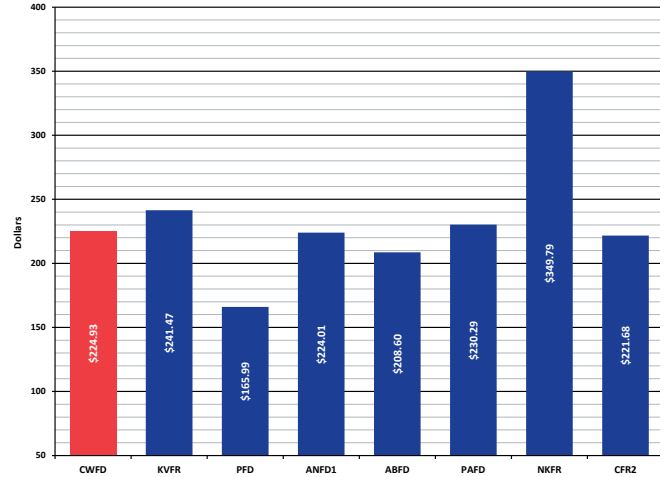
### Special Incident Capabilities Example



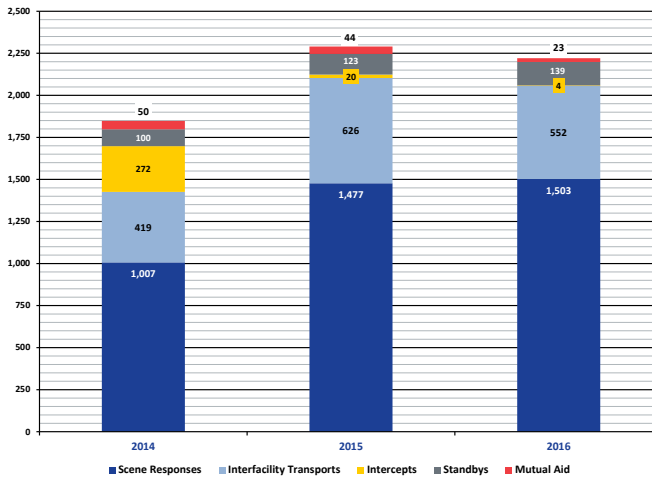
Travel-Time Chart Example



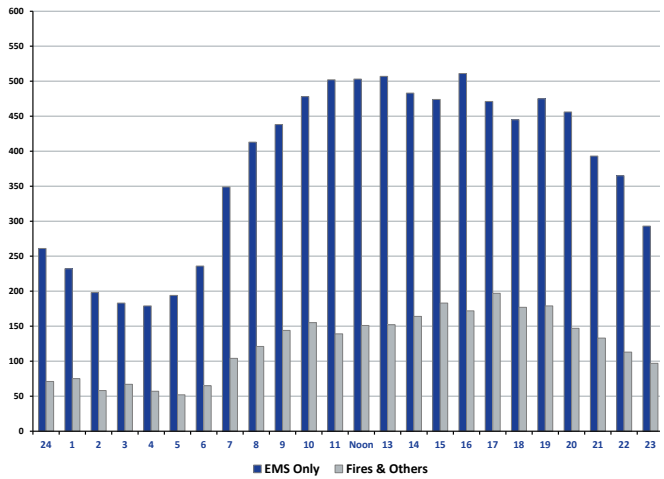
Cost Per-Capita Chart Example



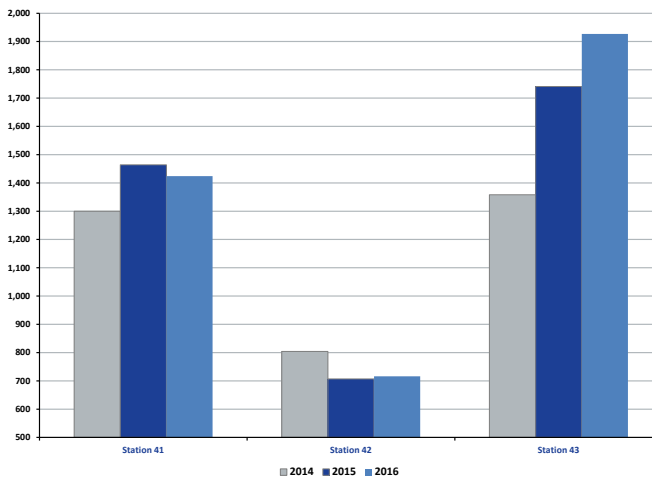
Medic Unit Incident Types Chart Example



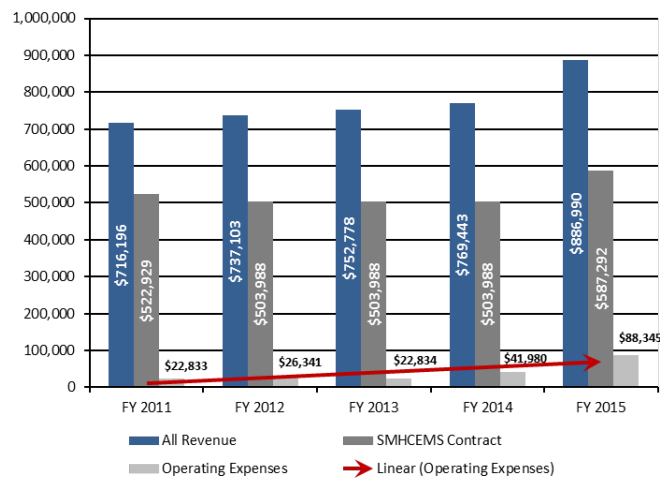
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example





# ESCI Certificate of Insurance



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
12/2/2016

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

<b>PRODUCER</b> Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421		<b>CONTACT NAME:</b> Christie Montero <b>PHONE (A/C, No, Ext):</b> 541-284-5855 <b>FAX (A/C, No):</b> 541-342-3786 <b>E-MAIL ADDRESS:</b> cmontero@whainsurance.com <b>PRODUCER CUSTOMER ID #:</b> 22934	
<b>INSURED</b> Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070		<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Philadelphia Indemnity Ins Co INSURER B: SAIF Corporation INSURER C: INSURER D: INSURER E: INSURER F:	<b>NAIC #</b> 36196

**COVERAGES**      **CERTIFICATE NUMBER:** 1104766079      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			PHSD1110578	1/1/2016	1/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000			PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$ \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N    N/A			776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input checked="" type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability			PHSD1110578	1/1/2016	1/1/2017	Each Claim 2,000,000 Annual Aggregate 2,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)**  
 \*Umbrella coverage does not apply to Professional Liability\*  
 Fire Protection and Paramedic Services Strategic Plan

<b>CERTIFICATE HOLDER</b>  City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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# ESCI Drug-Free Workforce Form


## DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

Emergency Services Consulting International, Inc. does:  
(Name of Bidder)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business’s policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee’s community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.

  
\_\_\_\_\_  
Bidder’s Signature

12/23/2020  
Date

***In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.***

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# Bidder Verification Form

## BIDDER VERIFICATION FORM

### LOCAL PREFERENCE (Check one)

Local Preference requested:  YES  NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- Business Tax Receipt
- Zoning Compliance Permit

### QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business?  YES  NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business?  YES  NO

### LIVING WAGE COMPLIANCE

See Living Wage Decision Tree:

(Check one)

- Living Wage Ordinance does not apply (check all that apply)
  - Not a covered service
  - Contract does not exceed \$100,000
  - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
  - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

**NOTE:** If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

### REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES  NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# F06000004244)  
If the answer is "NO", please state reason why: \_\_\_\_\_

### DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion?  YES  NO

If yes, please attach a copy of the policy to your submittal.

*Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.*

Emergency Services Consulting International, Inc.

Bidder's Name

Andrea D. Hobi, Business Manager

Printed Name/Title of Authorized Representative



December 28, 2020

Signature of Authorized Representative

Date

*This page must be completed and uploaded to DemandStar.com with your Submittal.*

# Reference Form

## REFERENCE FORM

Name of Bidder: Emergency Services Consulting International, Inc.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (i.e. 1/2015 to 12/2018): Completed in 2019.

Company Name: Marion County Fire Rescue, Florida  
 Address: 2631 SE Third St  
 City, State Zip: Ocala, FL 34471  
 Contact Name: James Banta, Fire Chief  
 Phone Number: 352-291-8043 Fax Number: \_\_\_\_\_  
 Email Address (if available): James.banta@marioncountyfl.org

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): Completed in 2018.

Company Name: Sarasota County Fire Department, Florida  
 Address: 1660 Ringling Blvd.,  
 City, State Zip: Sarasota, FL 34236  
 Contact Name: Michael Regnier, Fire Chief  
 Phone Number: 941.861.5000 Fax Number: \_\_\_\_\_  
 Email Address (if available): mregnier@scgov.net

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): Completed in 2020.

Company Name: City of Denton Fire Department  
 Address: 332 E Hickory St.  
 City, State Zip: Denton, TX 76201  
 Contact Name: Kenneth Hedges, Fire Chief  
 Phone Number: 940-349-8840 Fax Number: \_\_\_\_\_  
 Email Address (if available): Kenneth.Hedges@cityofdenton.com

*This page must be completed and uploaded to DemandStar.com with your Submittal.*

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# ESCI W-9

Form <b>W-9</b> (Rev. October 2018) Department of the Treasury Internal Revenue Service	<h2 style="margin:0;">Request for Taxpayer Identification Number and Certification</h2> <p style="margin:0; color:blue;">▶ Go to <a href="http://www.irs.gov/FormW9">www.irs.gov/FormW9</a> for instructions and the latest information.</p>	<p><b>Give Form to the requester. Do not send to the IRS.</b></p>
1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Emergency Services Consulting International</b>		
2 Business name/disregarded entity name, if different from above		
Print or type. See Specific Instructions on page 3.	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.	
	<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate	
	<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small>	
		4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from FATCA reporting code (if any) _____  <small>(Applies to accounts maintained outside the U.S.)</small>
5 Address (number, street, and apt. or suite no.) See instructions. <b>25030 SW Parkway Avenue, Suite 330</b>		Requester's name and address (optional)
6 City, state, and ZIP code <b>Wilsonville, OR 97070</b>		
7 List account number(s) here (optional)		

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
				-			-		
or									
Employer identification number									
2	3	-	2	8	2	6	0	7	4

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶	Date ▶ <b>8/12/2020</b>
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### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

## Project Team Resumes

### Sheldon Gilbert

#### *Chief Executive Officer*



Mr. Gilbert began his fire service career in 1985 as a Firefighter with the Fairview Fire Protection District. In 1986, he was hired with the Eden Consolidated Fire Protection District. On July 1, 1993, he joined the newly formed Alameda County Fire Department (ACFD) where he ultimately promoted to the rank of Fire Chief. Prior to being a Firefighter, Chief Gilbert was an Alameda County Paramedic. He was instrumental in the creation and growth of the ACFD and established the Alameda County FD First Responder Paramedic Program.

#### Professional Experience

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

#### Educational Background

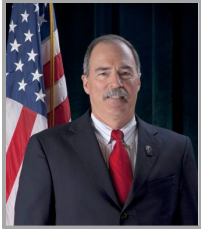
- Harvard Senior Executives in State and Local Government Program
- Executive Fire Officer National Fire Academy
- Bachelor of Science Degree in Business Management
- Certificate in Fire Science
- California State Fire Marshal Certified Fire Officer Training
- Mobile Intensive Care Paramedic

#### Relative Experience & Associated Professional Accomplishments

- International Association of Fire Chiefs
- California Fire Chiefs Association (CFCA)
- California Metropolitan Fire Chiefs Association
- CFCA Liaison to the California League of Cities
- American Ambulance Association
- California Ambulance Association
- 2012 State of California Emergency Medical Services Distinguished Service Medal
- 2011 California Professional Firefighter (CPF) Partnership for Success Award recipient
- 2011 California Fire Chief of The Year, California Fire Chiefs Association
- California Fire Chiefs Association President, 2006–2011
- Governor Appointed Chair for Blue Ribbon Task Force (California Fire Sieges)
- Governor Appointee, Fire Service Representative and Chair of the California EMS Commission
- California Fire Chiefs Legislative Director
- Lead on California Fire Chiefs response to Governor's Pension Reform Initiative
- Initiated and coordinated OSHA Public Safety Fine Refund Legislation, signed into law in 2004
- Past President, Alameda County Fire Chiefs EMS Section
- Alameda County Public Safety Manager of the Year

## Stuart McElhane

### *Associate Consultant/Finance*



Mr. McElhane joined Marion County (FL) as Fire Chief in March of 1994, and was appointed Assistant County Administrator for Public Safety in April 2009, serving in a dual capacity. Mr. McElhane's post-secondary educational experiences included the U.S. Merchant Marine Academy, followed by the College of William and Mary, where, in 1979, he received a B.S. in Geology. He attended the University of Tennessee, earning an M.S. in Geology in 1981. For the next thirteen years, he worked for Shell Oil Company as an exploration geologist in different regions around the world. While working for Shell in Houston, he volunteered for almost ten years with a large combination fire department where he served as Assistant Chief, earning a B.S. in Fire Administration from the University of Maryland in 1992.

### **Professional Experience**

- Professional Consultant (Individually and with Almont Associates)
- Assistant County Administrator, Marion County, Ocala, Florida
- Fire Chief, Marion County Fire-Rescue Department, Ocala, Florida
- Adjunct Instructor, University of Florida, Gainesville, Florida
- Assistant Fire Chief, Cy-Fair Volunteer Fire Department, Houston, Texas
- Staff Geologist, Pecten International (Shell Oil Company subsidiary)
- Senior Geologist, Shell Oil Company, Houston, Texas

### **Educational Background**

- Bachelor of Science, Fire Service Administration, University of Maryland, 1992
- Master of Science, Geology, University of Tennessee, 1981
- Bachelor of Science, Geology, College of William & Mary, 1979
- Executive Fire Officer Program, U.S. Fire Academy, 1998

### **Major Accomplishments & Achievements**

- Led successful effort to consolidate city, county, and sheriff's dispatch/communications operations
- Consolidated countywide ambulance service under fire-rescue department in order to reduce annual ambulance operating deficit from \$8 million to less than \$2 million, while improving level of service
- Negotiated agreement with Level I trauma center to bring air medical program to Marion County
- Successfully authored and implemented 10-year fire rescue master plan
- Authored and implemented 5-year master plan following ambulance service integration with fire rescue
- Built 11 new fire stations and renovated 5
- Consolidated multiple dependent fire districts and developed countywide fire assessment program
- Implemented a fire service impact fee program
- Published twelve articles for the Florida Fire Service Today
- Multiple successful deployments for hurricane and wildfire response with State of Florida IMT

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

## Stuart McCutcheon

### *Director of the Business Intelligence Unit*



Stuart McCutcheon is the Eastern Regional Director for Emergency Services Consulting International (ESCI). Stuart began his fire service career in 2005. He served in six different fire departments in Florida and held the ranks of Fire Fighter, Lieutenant, Assistant Chief, Emergency Manager, and Fire Chief. Stuart served as the Fire Chief in each the City of Davenport, Auburndale, and Haines City before joining ESCI. Stuart brings a unique combination of education, experience, and technical expertise to ESCI. Having worked in both combination and career fire departments, he possesses a demonstrated record of professionalism and a commitment to excellence. In

addition to fire administration and management accomplishments, Stuart has substantially contributed to the Institution of Fire Engineers and Florida State Fire College through the development of GIS analytic tools and maps to support the missions of both organizations.

#### Current Educational Pursuit

- Master of Graphic Information and Science Administration, University of West Florida, Pensacola, FL

#### Educational Background

- Master of Public Administration, University of Central Florida, Orlando, FL
- Graduate Certificate in Emergency Management and Homeland Security, University of Central Florida Orlando, FL
- Executive Fire Officer Program, National Fire Academy, Emmitsburg, MD
- Bachelor of Science Psychology, University of Central Florida, Orlando, FL
- Associate of Arts, Polk Community College, Winter Haven, FL
- Associate of Science in Fire Science, Polk State College, Winter Haven, FL
- Chief Fire Officer and Fire Marshal Designations, Commission on Professional Credentialing, Chantilly, VA
- Fire Officer IV, National Board on Fire Service Professional Qualifications, Quincy, MA

#### Professional Experience

- Director of the Business Intelligence Unit, Emergency Services Consulting International
- Eastern Regional Director, Emergency Services Consulting International
- Project Manager, Emergency Services Consulting International
- Consultant, Emergency Services Consulting International
- Fire Chief and Emergency Manager, City of Haines City Fire Department, FL
- Fire Chief, City of Auburndale, FL
- Fire Chief, City of Davenport, FL

#### Relevant Experience

- Past Chair, Executive Fire Officers' Section, Florida Fire Chiefs Association
- Membership Committee, Institution of Fire Engineers, USA Branch
- Past Vice President, Polk County Fire Chiefs' Association

#### Associated Professional Accomplishments

- Lead GIS and Data Analyst for ESCI.
- Co-Creator of the ISO Benchmark Study.
- Developed material for use in Community Risk Reduction courses for National Fire Academy.

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



## Melissa Vazquez Swank

### *Technical Proofer & Quality Assurance Specialist*



Melissa Vazquez Swank joined the ESCI team in 2013 as a Project Assistant. Responsibilities included support in administrative functions of project-related assignments, including overall planning, tracking, and documentation of several projects from the project proposal (RFP) phase to project closeout.

Her role at ESCI has evolved into other positions, including Recruitment Specialist and Quality Assurance Specialist. As ESCI's Recruitment Specialist, Melissa is the lynchpin in all executive recruitment and selection projects for ESCI. She places advertisements, organizes resumes, and distributes to ESCI reviewers, sends information to candidates such as schedules and/or Phase II questionnaires; notifies candidates of important milestones and stays in touch with them throughout the project; contacts assessors and provides them with necessary information; and sends follow-up information to personnel, candidates, assessors, and ESCI staff to ensure all details have been addressed. Our applicants feel fully informed throughout our processes, thanks to Melissa.

As ESCI's Quality Assurance (QA) Specialist, Melissa is responsible for ensuring the consistent quality of production processes by developing and implementing sustainable practices and leading the proofing and editing of final products. She plays a crucial role in business by ensuring that all reports and products meet certain thresholds of acceptability. Melissa works to improve the organization's efficiency and profitability by reducing time or product waste.

Melissa's professional experience, a keen eye for detail, and training qualify her to provide the highest level of project support. She has a passion for accuracy and fact-checking that permeates all aspects of her professional tasks.

### Experience

- Recruitment Specialist at ESCI, July 2017–Present
- Technical Proofer and Quality Assurance Specialist at ESCI, March 2015–Present
- Adjunct Research Assistant at Portland State University, December 2015–2018
- Freelance Virtual Assistant, December 2014–Present
- Project Assistant at Emergency Services Consulting International, September 2013–June 2014
- Project Assistant/Fact Checker at the *Oregon Encyclopedia Project*, September 2011–June 2013
- Project Assistant at *The Confluence Project*, June 2012–November 2012
- Project Assistant at *Chinook Oral History Project*, October 2011–April 2012

### Education

- Portland State University MA, Public History/Native American History, 2010–2013
- Portland State University BA, History, 2007–2009

**Andrea Hobi*****Business Manager***

Andrea joined ESCI's Management Team in 2015. She oversees Administration, Financial, Operations, Business Development, and Marketing functions for ESCI. Andrea most recently came from Multnomah County, Oregon, as a 911 dispatcher for the Bureau of Emergency Communications. Andrea holds a Bachelor of Science degree in Business Management-Law from Oregon State University.

In addition to her duties as Business Manager, Andrea also provides specialty consulting in the areas of Communications, Management and Business Operations, and Strategic Planning for ESCI clients.

**Educational Background and Certifications**

- Bachelor of Science Degree, Management-Law

**Professional Experience**

- Over 15 years of progressive and diverse Office Management experience in both public and private sector
- Office Administrator for Tualatin Valley Fire & Rescue
- Dispatcher for Multnomah County Bureau of Emergency Communications

**Associated Professional Accomplishments**

- Victor G. Atiyeh Award Winner, Oregon Department of Public Safety Standards and Training
  - This award is named in honor of the former distinguished governor of the State of Oregon, in whose term of office the current academy became a reality.
  - This prestigious award is presented to the outstanding student of each basic class as selected by their fellow students and the academy staff. The student selected must display exceptional professionalism by demonstrating an exemplary attitude and outstanding achievement in leadership, academics, health & fitness and survival skills.



**Rick Kuhl, RA, MBA, LEEDAP  
Principal**

As a principal at WSKF Architects, Rick Kuhl has led most of the more than \$168 million in public safety projects our firm has completed in recent years. Clients in communities large and small across this region have gained from his expertise in planning and design of dispatch, fire, EMS and police facilities including the full range of classroom and tactical training. He also has invaluable experience in public safety facility construction and construction administration--keys to delivering high-functioning facilities. A partial listing of projects for which Rick has provided professional architectural services includes:

Public Safety

#### Public Safety

- FD/PPD Classroom and Tactical Training/Admin. Facility, Sioux Falls, S.D.
- Metro Communications E-911 Facility, Sioux Falls, S.D.
- Fire Station No. 9, St. Joseph, Mo.
- Fire Station No. 11, St. Joseph, Mo.
- Fire Station No. 12 Renovation/Expansion, St. Joseph, Mo.
- Fire Headquarters/Station, Columbus, Neb.
- Southern Platte FPD Station No. 1 Expansion, Parkville, Mo.
- Southern Platte FPD Station No. 3 Renovation, Parkville, Mo.
- Callaway County Ambulance District Station, Fulton, Mo.
- Fire/Police Training Campus Master Plan, Sioux Falls, S.D.
- Fire Facilities Feasibility/Needs Study, Casper, Wyo.
- Public Safety Operations and Training Complex, Owasso, Okla.
- Westran Fire HQ & 3 Satellite Stations, Randolph County, Mo.
- Tri-County Ambulance Dist. Station, Plattsburg, Mo.
- Smithville Area FPD Satellite Station, Smithville, Mo.
- Joint Fire/Police Facility, Overland Park, Kan.
- Joint Fire/Police Facility, Maryville, Mo.
- Fire Station No. 11, Des Moines, Iowa (Consulting architect)
- Fire Station No. 2, Jefferson City, Mo. (Consulting architect)
- Police Academy, Kansas City Kansas Community College
- Fire/Police Facilities Assessment, Riverside, Mo.
- Fire/Police Facilities Renovation Design, Riverside, Mo
- Fire Station No. 3, Lee's Summit, Mo.
- Fire Headquarters & Station, Pleasant Valley, Mo.
- Emergency Services (FD/PPD) Facility, Coffeyville, Kan.
- Police & Fire Facility Space/Needs Study and Preliminary Design, Jackson, Mo.
- Police/Fire/Courts Needs Assessment, Nevada, Mo.
- Police/Fire/Courts Design, Nevada, Mo.
- Fire Station No. 7 and Training Center, Lee's Summit, Mo.
- Lenexa Fire Station No. 5, Lenexa, Kan. (LEED Silver)
- Police Facility Assessment and Renovation Design, Kearney, Mo.
- City Hall and Police Station, Parkville, Mo.
- City Hall and Police Station, Camdenton, Mo.
- Law Enforcement Center\* and Fire Headquarters, Pittsburg, Kan. (\*in association with Wilson Estes Police Architects)
- Fire HQ and Station, Pleasant Valley, Mo.
- Fire HQ/Station Renovation/Expansion, Chillicothe, Mo.

#### education

Bachelor of Architecture,  
University of Nebraska - Lincoln, 1976  
Master of Architecture,  
University of Nebraska - Lincoln, 1978  
MBA - University of Missouri -  
Kansas City, 2002

#### conferences/seminars

Self Assessment and Community Risk  
Workshop - Center for Public Safety  
Excellence 2015

Co-Leader of Public Safety Facility  
Design Seminar 2014-2020

#### affiliations

Society of American Registered  
Architects  
NCARB Certified

#### registration

Registered Architect  
Missouri, Kansas, Oklahoma,  
Nebraska, California





### Doug Boe, NCARB, LEED AP Project Architect

Doug brings principal-level experience in all levels of project development, planning, programming, design and construction across a body of work that is widely varying in scope and scale. Strengths include hands-on project management, developing design solutions and interaction with owners, contractors and the full range of design consultants. His career includes work as a project architect

followed by a 20-year stint as a principal at his previous firm before joining WSKF in 2017.

- Fire Station No. 8, St. Joseph, Mo.
- Central Cass County Fire Protection Dist. Station Improvements, Harrisonville, Mo.
- Fire Dept. Administrative HQ Preliminary Design, Shawnee, Kan.
- Fire Station No. 3, Lee's Summit, Mo.
- Fire Station No. 74, Shawnee, Kan.
- Fire Station No. 71 Redevelopment Use, Shawnee, Kan.
- Fire Station No. 75 Preliminary Design, Shawnee, Kan.
- Fire Station No. 73 Assessment, Shawnee, Kan.
- Fire Station No. 9, St. Joseph, Mo.
- Fire Station No. 11, St. Joseph, Mo.
- Fire & Rescue Station, Columbus, Neb.
- Central Fire Station Renovation\*, St. Joseph, Mo.
- Other Fire Station Renovations\*, St. Joseph, Mo.

\*Projects with previous firm

### education

Bachelor of Architecture,  
North Dakota State University

### registration

Registered Architect  
Missouri





**MICHAEL KERNS, PE**  
Project Engineer



**Professional Development**

**Education:**  
BS Civil Engineering,  
University of Central Florida

**Professional Registrations:**  
Professional Engineer, FL

**Years Experience:**  
16

**Years with AVCON:**  
16

Mr. Kerns has over 16 years of experience in civil design and site inspections on fire stations and public safety buildings. His experience in civil design includes various stormwater systems such as retention ponds, detention ponds, and underground exfiltration and Nitrogen/Phosphorus loading calculations for impaired water bodies, closed basin sectors. He also has performed numerous site assessments on existing sites to be refurbished and potential new sites.

**Relevant Project Experience:**

**CITY OF ORLANDO FIRE STATION NO. 11**

Orlando, FL

Project Manager

AVCON provided site assessment and civil engineering due diligence for City of Orlando Fire Station No. 11 site. The redevelopment and expansion of the existing fire station required a stormwater retention pond to provide the required water quality and quantity volumes. The design had to satisfy 3 separate permitting agency's with varying criteria requirements.

**ORANGE COUNTY FIRE STATION NO. 68**

Orange County, FL

Project Engineer

AVCON provided site design for a prototype fire station located at the northeast corner of Goldenrod Road and Silver Pointe Boulevard. The scope required site assessments of a number of locations prior to selection of this location. This fire station is planned to accommodate approximately 30 staff and visitor parking spaces.

**ORANGE COUNTY FIRE STATION NO. 87**

Orange County, FL

Project Manager

AVCON is provided a site feasibility study for the location adjacent to two public schools on the west side of Orange County. The site assessment deemed the site acceptable and the location was selected for final design, which AVCON also performed.

**CITY OF SANFORD PUBLIC SAFETY COMPLEX**

Sanford, FL

Project Manager

AVCON provided the site design for this Public Safety Complex as well as civil engineering services on the adjacent City streets which included the incorporation of stormwater along Lake Avenue into the existing stormwater system for the roadway; the addition of on-street parking on the south side of the 13th Street Improvements that included drainage enhancements for the new pavement; the reconstruction of Lake Avenue to provide two, twelve-foot travel lanes and maximize the on-street parking; the addition of a midblock raised crosswalk; and a fully operational traffic signal at the intersection of Lake Avenue and 13th Street.

**ORANGE COUNTY FIRE STATION NO. 51**

Orange County, FL

Project Manager

This project included an assessment of the utilities and follow-on civil engineering services to provide an upgraded sanitary sewer line from the newly renovated station to the existing lift station. This project required underground survey of pipe locations in order to identify existing invert elevations to be used for design purposes.

**CITY OF MAITLAND POLICE STATION**

Maitland, FL

Project Manager

The scope of work included a site assessment and civil engineering services for the police station site which included grading and drainage; utilities coordination and design (water and sewer); environmental resource permitting; electrical engineering for site lighting; and coordination of subconsultants. The project also required design and permitting of one of the existing raw water lines serving the water treatment plant.



# JEROT PEARSON, P.E. PRINCIPAL

**EDUCATION** Bachelor of Science, Mechanical Engineering  
Kansas State University - 1993

**REGISTRATIONS** Professional Engineer, Kansas - 1998  
MO, IN, FL, NV, CO, IL, PA, AZ, ID, MI, VI, AR,  
MN, OR, CA, SD, OH and NCEES;

LEED BD+C

### PROFESSIONAL QUALIFICATIONS

With twenty seven years of experience in the industry, Jerot has gained a wide variety of project experience in the design and project management of new and renovated facilities. Jerot's career experience spans the following market segments: healthcare, educational, assisted living, commercial, industrial, retail, institutional, religious and multi-family. His focus is assisting owners and architects with decision making for their investments and projects. He guides mechanical solutions on projects that are feasible and appropriate for the project.

### LEADERSHIP

As Principal of PKMR, Jerot provides leadership in guiding the firm, setting the vision, director of business development and manager of personnel. He is passionate about helping people develop and reach their potential.

### CAREER PROJECT EXPERIENCE

Following is a list of representative projects in which Jerot has provided project leadership throughout the course of his career:

- Smithville Area Fire Protection District Station; Smithville, MO
- Coffeyville Emergency Services Facility; Coffeyville, KS
- Maryville Fire/Police Facility; Maryville, MO
- Lee's Summit Fire Station No. 3; Lee's Summit, MO
- Owasso Public Safety Headquarters and Fire Training; Owasso, OK
- Joint Public Safety Facility Police and Fire, Overland Park, KS
- Sioux Fall Public Safety, Police, Fire, Training Campus; Sioux Falls, SD
- Johnson County Justice Annex; Olathe, KS (LEED Silver)
- City of Nevada Police and Courts; Nevada, MO
- Shawnee Fire Station No. 74; Shawnee, KS
- Columbus Fire HQ/Station, Columbus, NE (under construction)
- Callaway County Ambulance District Station Renovation; Fulton, MO
- Westran Fire Protection District Stations; Randolph County, MO
- South Platte Fire Protection District; Parkville, MO



jerot.pearson@pkmreng.com  
d: 913.312.0155

PKMRENG.COM

PEARSON KENT MCKINLEY RAAF ENGINEERS  
13300 WEST 98TH STREET LENEXA, KS 66215



## CHRISTOPHER W. BOOS, P.E. Principal

Mr. Boos became a partner at **Bob D. Campbell and Company** in 2009 and has more than 23 years of structural engineering experience. Chris has gained experience in structural design, drawing development, and construction observation while working on numerous projects and a variety of structural systems. These projects include:

### Professional Registrations:

Kansas  
Michigan  
Missouri

### Education:

University of Kansas  
Lawrence, Kansas  
B.S., Architectural Engineering,  
1997

### Honors:

Phi Alpha Epsilon  
Honorary Architectural Engineering  
Society

### Responsibilities:

Project Manager / Design  
Drawing Development  
Construction Observation

- Shawnee Fire Station #74, Shawnee, Kansas
- Columbus Fire Station #1, Columbus, Nebraska
- Smithville Satellite Fire Station, Smithville, Missouri
- Nevada Fire & Police Facilities, Nevada, Missouri
- Overland Park Public Safety Fire and Police Stations, Overland Park, Kansas
- Platte County EMS Station, Platte City, Missouri
- Southern Platte FPD Station 1, Parkville Renovation, Missouri
- Southern Platte FPD Station 3, Parkville Renovation, Missouri
- Charlie Louis Station Renovation, Columbus, Nebraska
- Central Jackson County Fire Protection Training Facility, Blue Springs, Missouri
- Lenexa Fire Station #5, Lenexa, Kansas
- Leawood Fire Station #2 Remodel, Leawood, Kansas
- Lee's Summit Fire Station #2, Lee's Summit, Missouri
- Lee's Summit Fire Station #3, Lee's Summit, Missouri
- Westran Fire Department Headquarters Station, Huntsville, Missouri
- Westran Fire Department Clifton Hill Station, Clifton Hill, Missouri
- Westran Fire Department Darksville Station, Darksville, Missouri
- Westran Fire Department Mt. Airy Station, Mt. Airy, Missouri
- Tri-County Ambulance District Renovation, Plattsburg, Missouri



## **Addenda Acknowledgements**





## ADDENDUM NO. 1

Date: November 9, 2020

Bid Date: December 29, 2020  
at 3:00 P.M. (Local Time)

Bid Name: Gainesville Fire Rescue and Expansion  
Feasibility Master Plan

Bid No.: GFDX-210007-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), December 11, 2020. Questions may be submitted as follows:  
Email: [sowersma@cityofgainesville.org](mailto:sowersma@cityofgainesville.org)
2. Please find attached:
  - a) Copy of the black-out period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters)
3. Please note the two changes below:
  - a) Add the following 2 documents to Section 2.2 – Review and Consider the following documents:
    - CFAI Accreditation Guide 9th Ed FESSAM
    - ISO Fire Suppression Rating Schedule
  - b) Please replace the language of section 2.1 GENERAL DESCRIPTION
    - ~~It is the intent of the City of Gainesville to obtain proposals for The City of Gainesville is seeking an experienced, nationally recognized and dynamic professional planning consultant team to develop a facilities master plan that evaluates Gainesville Fire Rescue resiliency, as well as growth and expansion required to meet current and future community service needs.~~
    - It is the intent of the City of Gainesville to obtain proposals for developing a facilities master plan that evaluates Gainesville Fire Rescue resiliency, as well as growth and expansion required to meet current and future community service needs.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Emergency Services Consulting International, Inc.

BY: Andrea D. Hobi, Business Manager

DATE: December 28, 2020

**41-424      Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

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## ADDENDUM NO. 2

Date: November 20, 2020

Bid Date: December 29, 2020  
at 3:00 P.M. (Local Time)

Bid Name: Gainesville Fire Rescue Growth and Feasibility Master Plan

Bid No.: GFDX-210007-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

Please find attached:

- a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during pre-bid meeting.

Melanie Sowers spoke about the bid process:

Thank you for attending this pre-bid meeting and participating in our bid process. Asst. Chief Stephen Hesson, Chief JoAnne Rice, and Asst. Chief Hillhouse are in attendance from Gainesville Fire Rescue. Any items discussed today will be documented and published on Demandstar in an Addendum after this meeting. The RFP, Addenda, and any related documents are available for download on Demandstar. Please email any questions that arise after today directly to [sowersma@cityofgainesville.org](mailto:sowersma@cityofgainesville.org). The deadline for questions is December 11, 2020 at 3 PM EST. To be fair to other vendors, no questions received after this deadline will be answered. Please read the entire document and ask any questions before this deadline. Any correspondence with Department Staff or other staff outside Procurement could disqualify you from participating in our bid process. The bid is due December 29, 2020 at 3:00 PM EST. We are only accepting bids submitted electronically through Demandstar. There is no bond requirement on this bid. Please make sure you pay attention to the following within our bid document: living wage information, local preference, prompt payment. Please make sure your bid form is signed. Sign and submit all addendum with your bid. Pay attention to any "must" or "shall" language as we will be looking for those requirements to deem your response as responsive. If you choose not to submit a bid, please complete and return the No Bid Survey.

Asst. Chief Hesson and Chief Rice discussed the project:

It is the intent of the City to receive proposals for a Facilities Fire Rescue Master Plan that evaluates all aspects of our buildings. We know we have a number of challenges and want to assess current needs and plan for future

needs and growth. That is the main focus of this project. We will be evaluating your experience and references especially in dealing with previous projects of similar size and scope. We are currently ISO Class II and accredited and looking to become ISO Class I. We will be looking at your project team makeup to ensure they are capable of meeting our goals. To give you all some background, this report was requested from GFR by City leadership. ~~We intend to present this report to the City, with the intention of developing priorities and an implementation plan and to identify needed funding~~ **Correction: The awarded vendor shall present their findings at a City Commission meeting.**

We do have some challenges that are getting worse and we are concerned the condition of our facilities could threaten our ability to provide community services. We need an assessment of existing facilities that includes roofs, plumbing, HVAC, electrical and aesthetics. We also need a comprehensive list of station needs regarding the condition of existing fire protection systems, such as fire alarm and fire sprinklers, as well as which stations are in need of protection. We are also seeking recommendations about which stations need to be rebuilt or revitalized and which need replacement. We also want to evaluate our station locations. We are also seeking a spatial needs analysis for existing facilities, particularly the training facility and administration. We are also seeking an assessment of our resiliency to the growing number of Natural disasters. We also need to look at the safety and security of our facilities in these challenging and changing times. We need an evaluation of our needs with respect to stations, including additional locations and needs with regard to support facilities and training. We are also requiring an assessment of our fleet deployment, management, and replacement plan. We would also like recommendations about alternate vehicle deployments that incorporate new industry trends and new technology. We would also like an assessment of ways GFR can improve our sustainability practices and how we can become more environmentally responsible. Finally, what is different about this project compared to our previous efforts is we are asking for specific costs for all recommendations.

We want this to be an iterative process, with approximately 3 drafts back and forth between the vendor and city. The draft will be updated with proposed changes based on feedback to obtain the final report that meets our needs.

We began this process wanting completion in 6 months and wanted vendor's input as to what a reasonable timeline would be. One vendor responded that 6 months seems reasonable. As such, we will be writing our contract to include a completion date of 6 months after the contract start date.

:

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

#### CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Emergency Services Consulting International, Inc.

BY: Andrea D. Hobi, Business Manager

DATE: December 28, 2020

**41-424      Prohibition of lobbying in procurement matters**

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Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

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### ADDENDUM NO. 3

Date: November 20, 2020

Bid Date: December 29, 2020  
at 3:00 P.M. (Local Time)

Bid Name: Gainesville Fire Rescue Growth and Feasibility Master Plan

Bid No.: GFDX-210007-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

Please find attached:

- a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during pre-bid meeting.

See attached list of pre-bid meeting attendees. Please note: this was not a mandatory pre-bid meeting.

#### Vendors

<u>First Name</u>	<u>Last Name</u>	<u>Email</u>	<u>Registration Time</u>
David	Martin	<a href="mailto:martind@psfrd.org">martind@psfrd.org</a>	11/19/2020 8:44
Marty	Cotton	<a href="mailto:mcotton@scn-architects.com">mcotton@scn-architects.com</a>	11/19/2020 8:56
Samantha	Zimmermann	<a href="mailto:szimmermann@lunz.com">szimmermann@lunz.com</a>	11/19/2020 8:55
Sally	Young	<a href="mailto:tutyoung@earthlink.net">tutyoung@earthlink.net</a>	11/19/2020 8:40
Holly	Duke	<a href="mailto:hollyduke@coreconstruction.com">hollyduke@coreconstruction.com</a>	11/19/2020 8:58
Maggie	Briggs	<a href="mailto:mbriggs@lunz.com">mbriggs@lunz.com</a>	11/19/2020 8:54

#### City Staff

<u>First Name</u>	<u>Last Name</u>	<u>Email</u>	<u>Registration Time</u>
Melanie	Sowers	<a href="mailto:sowersma@cityofgainesville.org">sowersma@cityofgainesville.org</a>	11/19/2020 8:34
JoAnne	Rice	<a href="mailto:riceje@cityofgainesville.org">riceje@cityofgainesville.org</a>	11/19/2020 8:57
Joseph	Hillhouse	<a href="mailto:Hillhousjs@cityofgainesville.org">Hillhousjs@cityofgainesville.org</a>	11/19/2020 9:00
Stephen	Hesson	<a href="mailto:hessonsc@cityofgainesville.org">hessonsc@cityofgainesville.org</a>	11/19/2020 8:53

:

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Emergency Services Consulting International, Inc.

BY: Andrea D. Hobi, Business Manager

DATE: December 28, 2020

CITY OF \_\_\_\_\_ FINANCIAL SERVICES  
GAINESVILLE PROCEDURES MANUAL

**41-424 Prohibition of lobbying in procurement matters**

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## ADDENDUM NO. 4

Date: December 8, 2020

Bid Date: December 29, 2020  
at 3:00 P.M. (Local Time)

Bid Name: Gainesville Fire Rescue Growth and Feasibility Master Plan

Bid No.: GFDX-210007-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

Please find attached:

- a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during pre-bid meeting.

See below list of questions received since the pre-bid meeting:

1. Question: Have any of the major renovations or reconstruction of stations recommended in the FACETS report been completed?  
Answer: September 2017, Gainesville Fire Rescue opened temporary fire station 9, which is modular fire station located in the SW area of the city. July 2018, GFR completed construction and opened a new fire station to replace station 1, which serves the downtown area. No additional major renovations or reconstruction projects recommended in the FACETS study have been completed to date.
2. Question: For purposes of determining ideal station locations should the actual (baseline) performance travel time standard be used or the benchmark goal as stated in the Standard of Cover Document?  
Answer: The benchmark goal stated in the Standard of Cover Document along with the Insurance Services Office Fire Suppression Rating Schedule shall be used when determining ideal station locations.
3. Question: Have sites been identified for the construction of Station 9 and reconstruction of Stations 3 and 7?

Answer: GFR has received funding to purchase property for Station 9 and we are currently engaged in a process to identify property for sale near the preferred location. There is no current initiative to identify property for Stations 3 and 7.

4. Question: What is the number of apparatus, light duty vehicles, and equipment that will be included in the fleet analysis?  
Answer: Gainesville Fire Rescue fleet currently includes approximately 24 apparatus, 21 light duty vehicles, and 13 pieces of equipment and trailers.
5. Question: In Paragraph 7 of the sample contract, will the City be using the first or second indemnification clause?  
Answer: The first indemnification clause: Contractor/Consultant agrees to indemnify and hold harmless the City, its officers, and employees from liabilities, damages, losses, and costs, including, but not limited to reasonable attorney's fees, to the extent caused by the negligence, recklessness, or intentional wrongful conduct of the Contractor/Consultant and persons employed or utilized by the Contractor/Consultant in the performance of the contract. This indemnification shall survive the termination of this Agreement.
6. Question: In Paragraph 15 of the sample contract, will the proposer be required to provide a warranty in conjunction with the services?  
Answer: No
7. Question: Has the City established a budget for this project?  
Answer: Please provide your best price for the work outlined; we will not be publishing the budget.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 4 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

**CERTIFICATION BY PROPOSER**

The undersigned acknowledges receipt of this Addendum No. 4 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Emergency Services Consulting International, Inc.

BY: Andrea D. Hobi, Business Manager

DATE: December 28, 2020

CITY OF \_\_\_\_\_  
GAINESVILLE

FINANCIAL SERVICES  
PROCEDURES MANUAL

**41-424      Prohibition of lobbying in procurement matters**

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## ADDENDUM NO. 5

Date: December 16, 2020

Bid Date: December 29, 2020  
at 3:00 P.M. (Local Time)

Bid Name: Gainesville Fire Rescue Growth and Feasibility Master Plan

Bid No.: GFDX-210007-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

Please find attached:

- a) Copy of the black-out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during pre-bid meeting.

See below list of questions received since the pre-bid meeting:

1. Question: Can you provide a list and location of all of the City/GFR facilities and training elements covered by the Feasibility Master Plan?

Answer:

- GFR Administration 1025 NE 13<sup>th</sup> St
- GFR Training, 1026 NE 14<sup>th</sup> St
- GFR training tower and burn buildings, 900 NE Waldo Rd
- GFR Kiwanis Safety City, 1025 NE 13<sup>th</sup> St
- GFR Administration, Annex A, 1024 NE 14<sup>th</sup> St
- GFR Modular training classroom, 1022 NE 14<sup>th</sup> St
- Fire Station #1, 525 S Main St
- Fire Station #2, 2210 SW Archer Rd
- Fire Station #3, 900 NE Waldo Rd
- Fire Station #4, 10 SW 36<sup>th</sup> St
- Fire Station #5, 1244 NW 30<sup>th</sup> Ave
- Fire Station #6, 3638 NE 39<sup>th</sup> Ave
- Fire Station #7, 5601 NW 43<sup>rd</sup> St
- Fire Station #8, 3223 NW 42<sup>nd</sup> Ave
- Fire Station #9, 4213 SW 30<sup>th</sup> Ave
- GFR Logistics and supply warehouse, 525 S Main St

2. Question: Does the Master Plan cover site elements and infrastructure (aprons and other paved areas, walkways, site lighting, etc.)?  
Answer: The Master Plan will include an assessment of the condition and adequacy of site elements and infrastructure, including lighting, aprons, parking areas and sidewalks, etc.
3. Question: Is your intent for a general assessment of GFR’s sustainability programs and alignment with best practices or are you envisioning a more detailed sustainability/energy efficiency assessment of each facility?  
Answer: The Master Plan will include an assessment of GFR’s overall sustainability programs and alignment with best practices and should provide guidance for new facilities and buildings, as well as buildings recommended for extensive (>50%) renovation.
4. Question: The City’s Dept. of Sustainable Development has requirements for development applications related to environmental features of concern on-site or adjacent. Are such factors part of the review of the GFR facilities and sites?  
Answer: The Master Plan will not include an assessment of on site and adjacent environmental features for existing facilities and sites.
5. Question: It appears Gainesville follows the Florida Building Code, which seems to reference both the 2017 and 2018 IBC with amendments. Please confirm the applicable code and year for Category IV buildings.  
Answer: The State of Florida adopts the Florida Building Code. As of this date we are under the 6<sup>th</sup> Edition of the Florida Building Code. As of December 31, 2020 at midnight 12:00 AM, the implementation of the Florida Building Code, 7<sup>th</sup> Edition comes into effect. Section 1604 gives us the risk categories [https://codes.iccsafe.org/content/FLBC2020P1/chapter-16-structural-design#FLBC2020P1\\_Ch16\\_Sec1604](https://codes.iccsafe.org/content/FLBC2020P1/chapter-16-structural-design#FLBC2020P1_Ch16_Sec1604). Section 1609 is the design standards for wind loads [https://codes.iccsafe.org/content/FLBC2020P1/chapter-16-structural-design#FLBC2020P1\\_Ch16\\_Sec1609](https://codes.iccsafe.org/content/FLBC2020P1/chapter-16-structural-design#FLBC2020P1_Ch16_Sec1609).
6. Question: Has Gainesville adopted the ICC 500 standards for “essential facilities” including the storm shelter requirement?  
Answer: ICC 500 standards apply to facilities specified in the Florida Building Code only and there are no additional local requirements adopted by the City of Gainesville.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 5 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 5 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Emergency Services Consulting International, Inc.

BY: Andrea D. Hobi, Business Manager

DATE: December 28, 2020

CITY OF \_\_\_\_\_  
GAINESVILLE

FINANCIAL SERVICES  
PROCEDURES MANUAL

**41-424      Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.