



Center for
Public Safety
Excellence

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The Center Presents a Proposal

To the

**Los Altos Hills County Fire District
P.O. Box 1766
Los Altos, California 94023**

**Duffy Price
President**

**For the facilitation of a
Community Driven Strategic Plan**

September 23, 2014



Los Altos Hills County Fire District

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Overview

The Center for Public Safety Excellence, Inc. (hereinafter referred to as “the Center”) is a non-profit 501(c)(3) corporation with a mission to promote excellence within the fire service through continuous quality improvement. The **Center** achieves this mission through a variety of mediums including two distinct programs offering fire agency accreditation and professional credentialing, as well as other projects that enhance training, quality, and information available to fire and emergency service agencies and professional associations.

The Center and its corporate Board of Directors heard the concerns of the fire service and responded with a new program designed to assist fire service agencies and associations by facilitating improvement mechanisms and processes. Many organizations lack the resources, or need additional contact with professionals who can help them resolve the complicated or confusing issues facing today’s fire service associations. As a result, the **Technical Advisor Program** was created by the Center’s Board in the summer of 2005 to facilitate continuous improvement and provide assistance to fire service organizations.

The purpose of the Technical Advisor Program is to coach, guide and facilitate organization improvement and planning processes. One of the many projects offered under the Technical Advisor Program is to assist organizations in developing a Community Driven Strategic Plan.

Please contact the Center for Public Safety Excellence, Inc. about any of the programs, projects or assistance offered.

CPSE Corporate Headquarters:

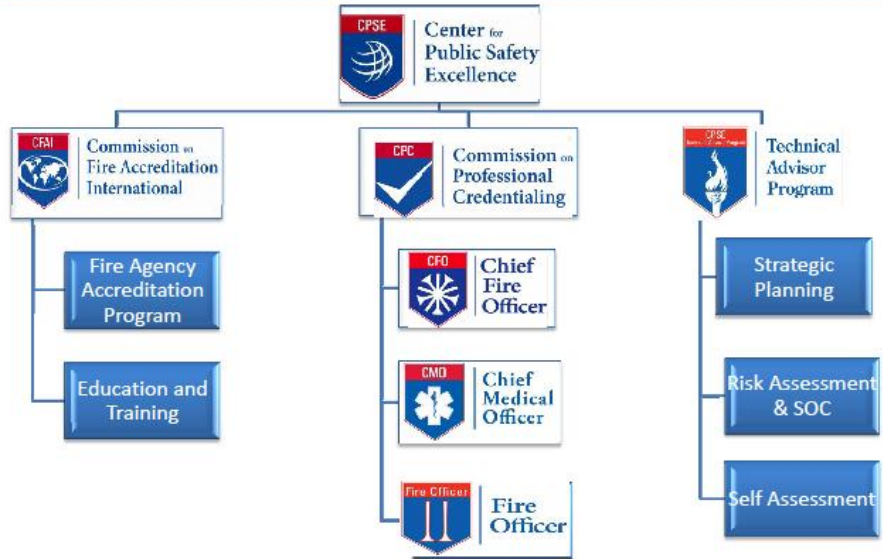
Paul D. Brooks, CFO
Executive Director
4501 Singer Court; Suite 180
Chantilly, VA 20151-1714
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Contact Person:

Richard K. Fagan, CFO
Program Director
CPSE Technical Advisor Program
4501 Singer Court, Suite 180
Chantilly, VA 20151-1714
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Email: rfagan@publicsafetyexcellence.org



CPSE ORGANIZATIONAL CHART





Project Philosophy

The purpose of a **Strategic Plan** is to identify and provide a process that envisions the future by accomplishing organizational visions. A good strategic planning process affords stakeholders the opportunity to be involved and participate, enhances teamwork and cooperation, and provides a basis for measuring performance. Goals, measurable objectives, performance measurements, and action plans become instruments for managing and tracking resources and progress. A well crafted Strategic Plan, guided by good management, and executed by committed personnel will ultimately translate to improved effectiveness, efficiency, and better quality of services being delivered.

“Some men see things as they are and say why. I dream of things that never were and say why not.”

George Bernard Shaw

The Center defines a Strategic Plan as a living management tool that:

- Provides short-term direction to an organization;
- Builds a shared vision among the internal and external stakeholders;
- Sets goals and objectives for the organization; and
- Optimizes use of resources.

It has been the Center for Public Safety Excellence’s experience that the most successful strategic planning efforts involve both internal and external stakeholders (any individual or organization that has a share or an interest in the organization). This community driven process focuses on the fire district’s customer needs and is driven by the central theme of **“What is in the best interest of the customer served.”** Unlike traditional master planning processes, this strategic planning process is designed to focus on the internal and external stakeholders, evaluate the current critical issues and future needs, and identify issues attained from the stakeholders.

Project Approach

The Center recognizes that strategic planning is an important process which provides a number of benefits to the fire and emergency service organization. These benefits include practical, day-to-day organizational improvements, as well as:

- Providing a guide for achieving desired and predictable outcomes;
- Providing an opportunity for the organization to realize its “vision;”
- Encouraging and embracing involvement, participation, and teamwork in the process;
- Providing a means of communicating priorities, needs, and expectations throughout the district and to the community served;



- Providing a basis for improving efficiency, effectiveness, and district core deliverables;
- Providing a basis for resource allocation and prioritization; and
- Providing a basis for organizational initiative performance measurement.

The Center's approach incorporates a wide variety of tools, instruments, and processes developed specifically for strategic planning. The key to success is involvement by all stakeholders, being able to articulate the needs of the community and the organization in the form of a plan, and implementing the plan's decisions and outputs. Other considerations that will ensure a successful process include:

- Understanding the organization's history and culture;
- Involving internal and external stakeholders;
- Identifying current services, activities, and programs being offered;
- Identifying internal and external needs and expectations;
- Transitioning issues and needs into goals and objectives;
- Ensuring that all issues and needs are assigned and tracked through completion;
- Measuring progress and recognizing positive organizational achievement and performance;
- Requiring specific action plans when objectives are implemented;
- Reporting results to the community; and
- Reviewing and adjusting the plan as time and circumstances dictate change.

An extremely important element of this effort is the development of community driven performance objectives and targets. These performance targets define the programs and services expected by the organization's members and their leadership. The stakeholders will identify their expectations through participation and adoption of program and service expectations. These expectations then become the basis for the identification of organization improvement and direction options for the future. Expected outcomes include a Strategic Plan that will:

- Focus on critical issues and needs of internal and external stakeholders for the next several years;
- Address the organization's mission, vision, values, goals, objectives, performance measures, and an implementation strategy, as well as community expectations, concerns, and positive feedback;
- Provide an analysis and recommendations for potential improvements in program and service efficiency and effectiveness;
- Provide a basis for conducting a cost-benefit analysis for future organizational decision-making relative to priorities, alternatives, and focus;
- Be achievable, measurable, and responsive to changing community needs; and



- Be easily reviewed and modified to meet the ever changing internal and external needs of the fire district.

Project Methodology

The basic principle behind the Center for Public Safety Excellence's strategic planning process is to focus efforts and resources in a logical and responsible manner. The Center's Technical Advisor Program will assist the organization in developing a Strategic Plan based on the true needs and expectations of those utilizing the fire district's available services. In order to do this, the Center's Technical Advisor Program must identify and utilize certain core components of the fire district in the planning process, such as:

- Identifying what is currently being provided in the way of services and programs and to the degree or level they are being provided. (Determine where you are).
- Providing the stakeholders the opportunity to "envision" what levels and types of services they would expect or desire in the future. (Determine where you want to go).
- Identifying a process that will provide a plan and guide the organization on how to get from their current position to a more desirable one in the future. (Identify the process to get you there).
- Motivating stakeholders and those parties interested in assisting the organization's progress in a positive direction, to support a successful planning process. (Involve all stakeholders).
- Developing goals, objectives, and performance measurements to ensure that expectations, concerns, weaknesses and threats are addressed and appropriately dealt with in the plan. (Develop strategies).
- Incorporating all of the components, including the mission, visions, guiding principles, issues analysis, stakeholder expectations and concerns, as well as positive feedback into a written document. (Create the plan).

Critical Steps:

- Determine where you are
- Determine where you want to go
- Identify process to get you there
- Involve all stakeholders
- Develop strategies
- Create the plan
- Adopt the plan
- Implement the plan
- Monitor and evaluate results
- Report successes and failures
- Modify the plan as necessary

To ensure that the Strategic Plan is successful, the following measures should become the final stage of the planning process:

- Validation of the Strategic Plan by the fire district body leadership. This adoption of the document recognizes the planning process and communicates to the



organization membership that there is an expectation that the Strategic Plan will be utilized in future decision-making and in directing the organization's resources. (Adoption of the plan).

- Establishment that the Strategic Plan is a "living document" and will be utilized as a critical management tool. (Implementation of plan).
- Expectation that after the Strategic Plan is executed, it will become a function of the district to assign, monitor and compare results against pre-determined performance measures and benchmarks. (Monitor and evaluate results).
- Tracking and management of the Strategic Plan should regularly determine and report progress being made on the goals and objectives identified in the plan. (Report successes and failures).
- Modification of the Strategic Plan on a periodic basis to meet the needs of a changing environment. (Modify as necessary).

CPSE Preparation -- The Center for Public Safety Excellence, Inc. places great importance on thorough preparation for a project. It is the Center's conviction that the end result of each project should be with a satisfied client whose expectations are fully met. The Center's preparation includes refinement of this proposal and establishing a clear understanding of the work projected between the fire district and the Center's Technical Advisor Program. The Center's approach to performing this project reflects an understanding of the fire district's expectations. The key elements of the Center's approach include:

- A clear understanding of the project's background, goals and objectives, and the complex issues that must be addressed;
- A work plan that is comprehensive, well designed, practical, and which provides ample opportunity for stakeholder input;
- Sufficient resources and a commitment to successfully complete the project within the desired time frame and at a reasonable cost; and
- A commitment to support the fire district after the Strategic Plan is adopted. The Center for Public Safety Excellence, Inc. representatives will be available during implementation to assist the fire district's leadership.

Fire Service Agency Preparation -- It is critical that the strategic planning process be communicated effectively to community stakeholders. Education should be provided and information must be disseminated relative to the planning process, expectations, participation, involvement, and the overall importance of the anticipated activities. This is the first step in future team-building and succession planning. Early dialogue and communication will also allow groups to discuss aspects of the organization and service delivery that can be used as input in the formal working sessions. The fire district must be prepared to commit sufficient time and resources to complete this project in a reasonable time frame agreed to by both parties of this agreement.



Entrance Conference (Executive Orientation) -- The Center anticipates beginning this project with an information exchange conducted by the CPSE Technical Advisor Program representative. The fire district should have representatives of the organization's leadership which could benefit from this informative session. Topics of discussion will include:

- The importance of the planning process to the fire district;
- An overview of the planning process, approach, methodology, benefits and timelines;
- A question-and-answer session to ensure participants are comfortable with the anticipated activities and their roles;
- Establishing a list of external stakeholders to provide feedback;
- Establishing the participating internal stakeholders to participate in the work sessions; and
- Establishing a schedule of critical dates.

Practical Solutions -- The Center's ultimate goal is to provide the fire district with a management tool, in the form of a Strategic Plan, that can be used now and in the future to improve the efficiency and effectiveness of the organization and its related support programs. Thus, the Center's approach will concentrate on developing practical recommendations. The Center's Technical Advisor Program, through the strategic planning process, will emphasize the use of practical innovations having a history of success.

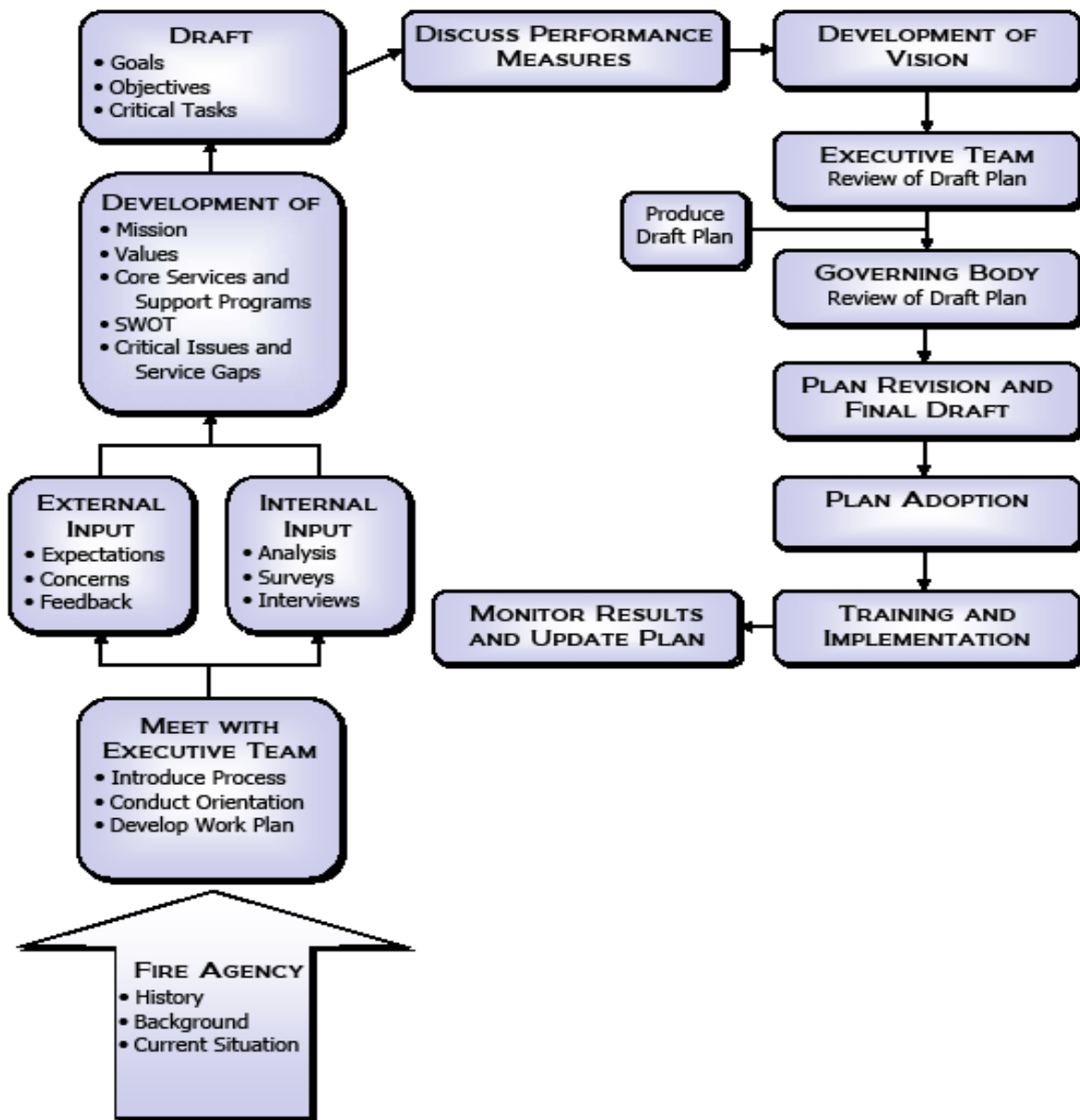
Project Coordination and Management -- A successful Strategic Plan requires special efforts to ensure that all functions receive adequate levels of appraisal, that team members do not duplicate each other's work, and that their findings and recommendations are thoroughly coordinated. The Center has determined that the keys to ensuring that all of these actions are accomplished involve:

- The development and adherence to a project work plan;
- The clear assignment of work activities and timelines;
- Debriefing meetings to share project findings and ideas; and
- Frequent communication with the organization's leadership to explore tentative findings.



Systematic Approach

The Center will take a systematic approach to the fire district's planning process. Proven methodology will be utilized and the project will be organized as a series of chronological events that will proceed together in a logical fashion. At times, several activities may be in process simultaneously in order to maximize the availability of staff and other personnel. The chart below illustrates the general flow of events with a comprehensive strategic planning process:





Scope of Work

The Center for Public Safety Excellence, Inc. will facilitate the development of a Community Driven Strategic Plan for the Los Altos Hills County Fire District. The strategic planning process must include a method for involvement of community external stakeholders in order to obtain input on fire district expectations, and participation of the organization's internal stakeholders to define the fire district's current situation and desired future level of service. Therefore, the following objectives have been identified as the scope of work to be performed by the Center's Technical Advisor Program:

Objective No. 1: Project Executive Orientation

The Center's Technical Advisor Project Leader will meet by web conference with the fire district's leadership to discuss each objective; its outcomes and planning components. The result of this discussion will be the agreed upon Work Plan developed for this project. Critical tasks for this objective include:

1. Overview of each objective;
2. Identification of External Stakeholders for Strategic Planning;
3. Identification of Internal Stakeholders for Strategic Planning;
4. Identification of resource needs for each objective;
5. Overview of "SharePoint" software program;
6. Development of agreed upon work plan developed for this project;
7. An example invitation to be sent to all participants to their appropriate session(s).

Completion of Objective #1 is estimated at approximately two (2) hours of one (1) day for the meeting.

Objective No. 2: External Stakeholders (Customers) Needs and Expectations Fire Service Leaders Involvement

One CPSE Technical Advisor will facilitate a public meeting with the district's community external stakeholders towards developing a community driven strategic plan. Critical tasks for this objective include:

1. Determine external stakeholder priorities of district programs and services;
2. Determine external stakeholder expectations; and
3. Receive external stakeholder input on positive and/or concerning issues.

Completion of Objective #2 is estimated at approximately one (1) day for the meeting and feedback data processing.

Objective No. 3: Internal Stakeholder (Board and Members) Work Session



Two CPSE Technical Advisors will facilitate a three-day (20-24 hour) work session with district stakeholders towards developing a community driven strategic plan. Critical tasks for this objective include:

1. Review input from External Stakeholders;
2. Develop, Revise or Update Mission Statement;
3. Develop, Revise or update Value Statements;
4. Establish core programs and support services;
5. Conduct S.W.O.T. Analysis;
6. Identify Critical Issues and Service Gaps;
7. Determine strategic initiatives with outcomes expected;
8. Develop goals, objectives, and critical tasks; and
9. Develop, Revise or Update Vision Statement.

Completion of Objective #3 is estimated at three (3) days for the work session.

Objective No. 4: Develop Goals, Objectives, Tasks and Performance Measures

1. Establishment of organizational goals that address the identified concerns of the external and internal stakeholders;
2. For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful and the time frame in which to expect the desired outcome;
3. Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria; and the
4. Development of performance measures for ongoing assessment of the organization's performance.

Completion of Objective #4 is accomplished during the three (3) day work session.

Objective No. 5: Implementation of Recommendations and Plan

1. Major project recommendations;
2. Responsible parties;
3. Schedules for completion;
4. Methods of evaluating results;
5. Identification of organizational performance measures and targets
6. Identification of strategies – development of solutions and strategies to meet expectations, and resolve organizational issues affecting the various programs and services. Information vital to this activity emanates from:
 - S.W.O.T. analysis



- Community input and
- Unmet performance targets.

Success of the strategic planning process can be measured in a variety of ways. The Center has identified the following desired outcomes that may necessitate the fire service association participating in the proposed strategic planning process:

- ◆ Duplication of effort reduced;
- ◆ Improved quality of services delivered;
- ◆ Improved responsiveness to the members; and
- ◆ Improved efficiency in the delivery of the respective association programs and services.

Completion of Objective #5 is accomplished during the three (3) day work session.

Objective No. 6: Publish Strategic Plan

Based upon information received by external and internal stakeholders, a draft Strategic Plan will be submitted to the organization for review, update and approval. Critical tasks for this objective include:

1. Submission of draft Strategic Plan;
2. Review and update of draft Strategic Plan;
3. Submission of one digital and ten (10) hard copies of the finalized Strategic Plan.

Completion of Objective #6 is estimated at two to four weeks.



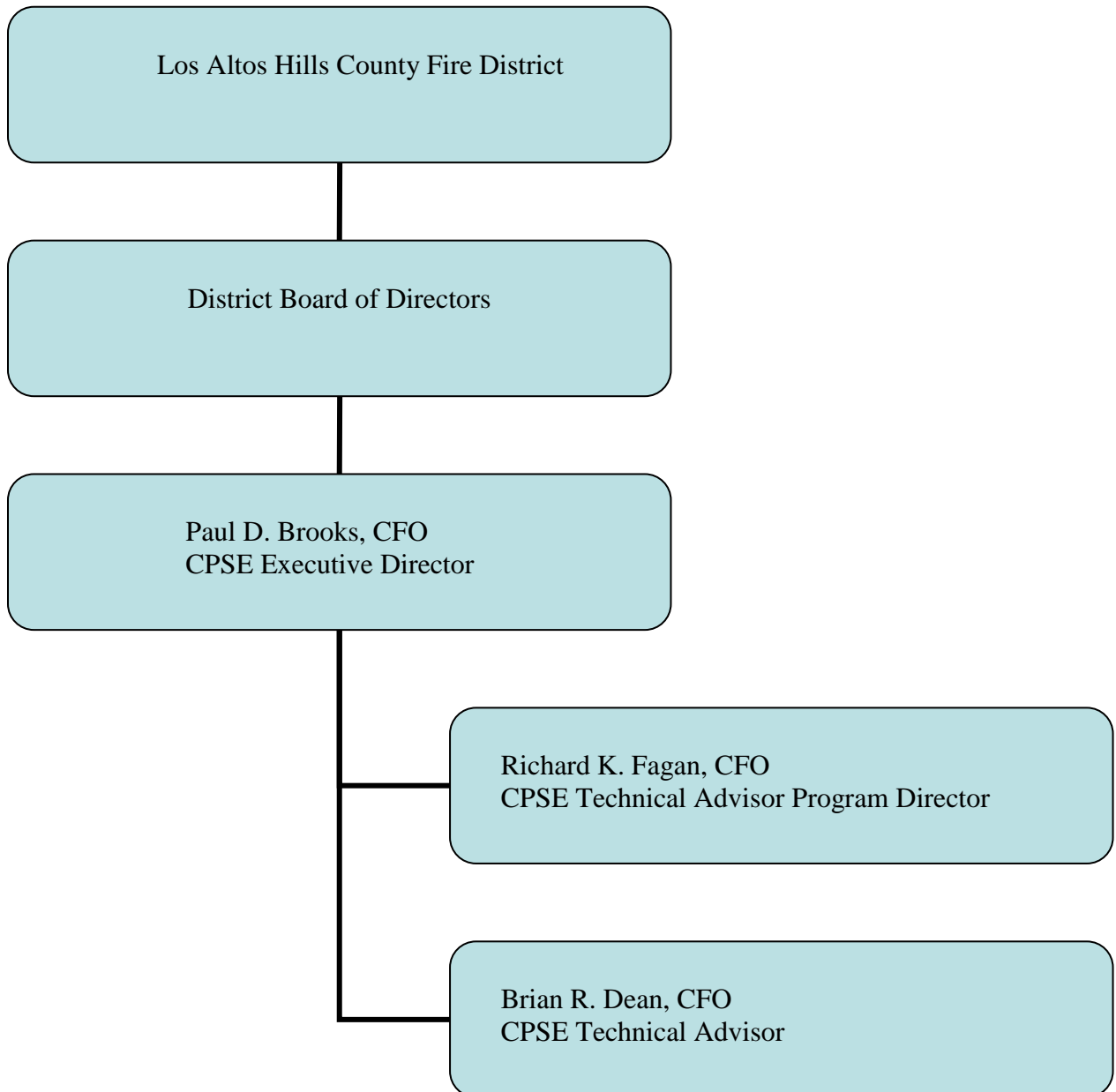
Deliverables

The Center will be responsible for the following specific deliverables in keeping with the schedule described below:

1. Development of a project work plan;
2. Identification and coordination of stakeholders;
3. Facilitation of on-site work sessions involving stakeholders;
4. Status reports, as deemed necessary by the contracted fire district;
5. Provision of a leadership team orientation session;
6. Provision of all necessary forms;
7. Findings from surveys, interviews, questionnaires and facilitation;
8. A technically and professionally competent Strategic Plan, that includes
 - Mission
 - Vision
 - Guiding values or principles
 - Membership expectations, concerns, and positive feedback
 - Prioritization of programs/services
 - S.W.O.T. analysis
 - Identified critical issues and service gaps
 - Strategic initiatives
 - Planned outcomes
 - Goals, objectives, performance expectations
 - Implementation strategies including areas of responsibility, critical tasks and timelines
9. One (1) digital copy of the draft report will be delivered for review of accuracy of obtained information; and
10. One (1) digital copy and ten (10) professionally bound copies of the final Strategic Plan will be delivered to the contracted fire district.



Project Organization and Staffing





Assigned Personnel

The Center for Public Safety Excellence, Inc. has proposed to assign a project team from the Technical Advisor Program that is highly experienced in emergency services management assessments, and master, strategic, and growth management processes. The Center anticipates the project team to include the following personnel however, the final assignment of project team members remains at the discretion of the CPSE:

Paul D. Brooks, CFO – CPSE Executive Director

Chief Brooks enjoyed a career in the fire service for 34 years. His fire service experiences included serving as a Assistant Fire Chief with the Greensboro Fire Department, Greensboro, NC. Since year 1993, Paul has served as the Director for CFAI Risk, as a Director and Board Treasurer for the National Alliance for Public Safety GIS Foundation, Commissioner and Commission Chairman for the Commission on Fire Accreditation International, and as former Treasurer and President of the North Carolina State Firemen's Association.

Paul has served as the Executive Director for the Center for Public Safety Excellence for the past five years, and he is a frequent conference and association presenter and strategic planning consultant.

Educational Background:

- B.A., Management and Ethics; John Wesley College
- A.A.S., Fire Protection Technology; Guilford Technical Community College

Professional Experience:

- Executive Director, Center for Public Safety Excellence, Inc.
- Executive Director, CFAI Risk
- Assistant Fire Chief, Greensboro Fire Department, NC
- Committee Member, NFPA 1710 Committee
- Director – Board Treasurer, National Alliance for Public Safety GIS Foundation

Associated Professional Accomplishments:

- Chief Fire Officer Designation (CFO), Commission on Professional Credentialing, Center for Public Safety Excellence, Inc.
- Executive Fire Officer (EFO), National Fire Academy

Associated Professional Memberships:

- International Association of Fire Chiefs
- National Fire Protection Association



Richard K. Fagan, CFO – Technical Advisor Program Manager

Chief Fagan enjoyed a career in the fire service for 32 years. His fire service experiences included serving as a Paramedic/Firefighter, Fire Captain, Assistant Chief and Fire Division Chief. Since his retirement from the active fire service in 2006, Rick has committed his time working with the Center for Public Safety Excellence (CPSE) Technical Advisor Program. This program provides for the facilitation of Strategic Planning, Standards of Cover and Self-Assessment for agencies throughout America. Chief Fagan has facilitated over 50 CPSE strategic planning projects across the United States and Canada.

Rick currently serves as the Technical Advisor Program Director for CPSE, and he is a frequent conference presenter and consultant.

Educational Background:

- B.A., Fire Service Management; Ottawa University, Ottawa, Kansas
- A.A.S., Fire Science; Penn Valley Community College, Kansas City, Missouri

Professional Experience:

- Program Director, Center for Public Safety Excellence, Inc.
- Fire Division Chief, Lenexa Fire Department, Kansas
- Assistant Chief, Lee's Summit Fire Department, Missouri
- Field Instructor, University of Kansas Fire Service Training
- Technical Support Services Specialist, U.S. Fire Administration
- CPSE/CFAI Peer Assessor Team Leader
- Contributor, *Fire and Emergency Service Self-Assessment Manual*, 8th Edition, CPSE/CFAI
- Past Chairman, Mid-America Regional Council of Emergency Rescue, Mid-America Regional Council of Governments, Kansas City, MO

Associated Professional Accomplishments and Awards:

- Chief Fire Officer Designation (CFO), Commission on Professional Credentialing, Center for Public Safety Excellence, Inc.
- Executive Fire Officer (EFO), National Fire Academy
- Certified Public Manager (CPM), American Academy of Certified Public Managers
- David Garcia Leadership Award, Mid-America Regional Council of Governments

Associated Professional Memberships:

- International Association of Fire Chiefs
- National Fire Protection Association
- National Society of Executive Fire Officers
- American Academy of Certified Public Managers



Brian R. Dean – Technical Advisor

Chief Dean retired in 2010 from the City of Winter Park Fire Department (Florida) after serving for 28 years. During this time he advanced through the ranks of Firefighter/EMT, Engineer/EMT, Lieutenant, Battalion Chief, and retired as the Assistant Chief. The Winter Park Fire Department has been an internationally accredited agency since 2001. Chief Dean served as the Accreditation Manager through two successful accreditation processes for the City of Winter Park Fire Department.

Chief Dean has additionally served as a Peer Assessor-Team Leader, CFAI Workshop Instructor and Technical Advisor for the Center for Public Safety Excellence, Inc. over the past 10 years. He has worked as a field project manager for the past two years leading technical advisor work in the facilitation of community driven strategic planning, community hazard and risk assessment, fire department standards of cover and fire department self-assessment. Brian is a frequent conference presenter and consultant.

Educational Background

- Graduate Studies in Executive Leadership, Grand Canyon University, Arizona
- B.S. Degree in Business Administration, University of Central Florida, Orlando, Florida
- A.A. Degree in General Studies, Valencia Community College, Orlando, Florida

Professional Experience

- Winter Park Fire Department, 1982 to 2010

Relevant Experience

- Emergency Management Institute, Emmitsburg, Maryland
- National Fire Academy, Emmitsburg, Maryland
- Peer Assessor and Team Leader for Commission on Fire Accreditation International
- CFAI Self Assessment, Standards of Cover and Peer Assessor Workshop Instructor

Associated Professional Accomplishments

- Chief Fire Officer Designation (CFO), Commission on Professional Credentialing
- Executive Fire Officer (EFO), National Fire Academy
- Winter Park Fire Department Award of Merit

Associated Professional Memberships:

- International Association of Fire Chiefs
- Central Florida Fire Chiefs Association
- Florida Fire Chiefs Association
- National Society of Executive Fire Officers
- National Fire Academy Alumni Association



Cost Quotation

The Center formal bid:

\$14,500.00 USD

CPSE's formal bid includes all technical advisor travel expenses required to meet the obligations described in Scope of Work Objectives No. 2 and No. 3, and which when completed satisfy the activities of Deliverable #3.

Any additional travel requested and approved by the Los Altos Hills County Fire District will be billed by CPSE at actual cost, and is above and beyond the formal bid provided above.

Payment Schedule

The Los Altos Hills County Fire District, California (hereinafter referred to as the "Agency") agrees to make payment to the Center for Public Safety Excellence, Inc. within 30 days from the date the invoice is submitted by the Center, in accordance with the following schedule:

- A. One-third (1/3) of the total contract price due within 21 days of signing the contract (\$4,833.00 USD);
- B. One-third (1/3) of the total contract price due upon completion of the internal stakeholder work session (\$4,833.00 USD); and
- C. One-third (1/3) of the total contract price due upon completion and receipt of the final Strategic Plan (\$4,834.00 USD).

***Bid quotation for services is valid for sixty (60) days
from the presentation of this proposal.***

Benefits and Payments

The Center shall receive no further benefits or additional consideration other than as expressly set forth in a written agreement.

The Agency shall not at any time during the term of this agreement reduce the base contract price, compensation or other financial benefits. There shall not be any refunds, reimbursements or compensation issued to the Agency by the Center.



Statement of Availability

The Center is available to start this project in the time frame agreed upon by the Agency and the Center. The Center will engage sufficient numbers of experienced advisors to ensure the project is completed on time and within the parameters agreed.

Conflict of Interest Statement

The Center has neither directly, nor indirectly entered into any agreement, participated in any collusion or collusion activity, nor otherwise taken any action which in any way restrict or restraint 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.

The Center is not presently suspended or otherwise prohibited from participation in this solicitation or any other contracting to follow thereafter by any government.

Neither the Center nor anyone associated with the Center have 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, the Center will immediately notify the Agency in writing.

Litigation

The Center has no past and/or pending litigation or resolved lawsuits.

General Requirements of the Center for Public Safety Excellence, Inc.

The Center for Public Safety Excellence, Inc:

- A. Shall not assign or sublet the whole or part of the contract without the prior written consent of the fire service association (client);
- B. 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;
- C. Policies and procedures shall govern the actions of the Technical Advisor Program representative(s);
- D. Agrees to complete the work as scheduled by the fire service association, or within a mutually agreed upon modified time period not to exceed sixty (60) days; and
- E. Is an equal opportunity employer.

Notices



Either party to this contract may terminate the agreement by giving 30 days written notice. Any notice required or permitted by this agreement shall be in writing and shall be personally served or shall be sufficiently given when served upon the other party as sent by United States Postal Service with postage prepaid.



Acronyms and Definitions

CPSE	The Center for Public Safety Excellence, Inc. is the parent body for fire service programs that promote and provide continuous quality improvement through processes for accreditation and professional credentialing.
Facilitate	To make easier.
CPSE Technical Advisor Program	An offering of the Center for Public Safety Excellence, Inc. that provides practical and specialized support to the representatives of a fire service agency to assist them in the completion of a self-assessment document based on the CPSE self-assessment model and/or specific internal programs as may be requested.
Project Leader	An approved representative, under contract to the Center for Public Safety Excellence, Inc. (CPSE), that has been assigned to guide and direct the activities of a CPSE Facilitation Project Team in completing their assigned duties in an accurate, complete and timely manner. This person also serves as the lead point of contact for the contracted fire service agency.
Strategic Plan	The purpose of a Strategic Plan is to identify and provide a process by which the organization can envision its future and develop the necessary procedures and operations to achieve that future. The Center defines a Strategic Plan as a living management tool that provides short-term direction to a fire service agency; builds a shared vision among the internal and external stakeholders; sets goals and objectives for the fire service agency; and optimizes use of resources.
Technical Advisor	An approved representative, under contract to the Center for Public Safety Excellence, Inc. (CPSE), that has been assigned to participate in a CPSE Self-Assessment Facilitation for a specific fire service agency. A Technical Advisor shall have their duties and responsibilities assigned by the CPSE Project Leader. The person selected as a Technical Advisor has experience in the CPSE Fire and Emergency Services Self-Assessment Accreditation model, as well as emergency services management assessments, and master, strategic, and growth management processes.



Professional Services Agreement

This agreement made this _____ day of _____, 20____, by and between the Los Altos Hills County Fire District, California (hereinafter referred to as the "**Agency**") and the Center for Public Safety Excellence, Inc. doing business as a corporation in Chantilly, Virginia, (hereinafter referred to as the "**Center**").

Recitals:

The Agency desires to retain the services of the Center for the facilitation of a strategic planning process and development of a Community Driven Strategic Plan.

Agreement:

The Agency, in consideration of mutual promises, covenants and conditions herein contained, agrees to pay the Center to commence and complete the facilitation program for a Community Driven Strategic Plan (hereinafter referred to as the "project").

The Agency agrees to compensate the Center for services rendered within thirty (30) days after the date of invoices submitted from the Center, according to the following payment schedule:

- A. One-third (1/3) of the total contract price due within 21 days of signing the contract (\$4,833.00 USD);
- B. One-third (1/3) of the total contract price due upon completion of the internal stakeholder work session (\$4,833.00 USD); and
- C. One-third (1/3) of the total contract price due upon completion and receipt of the final Strategic Plan (\$4,834.00 USD).

The Center, in consideration of a sum of \$**14,500.00** (USD), agrees to a facilitation that will provide guidance and services to assist the Agency in completing a Strategic Plan within a three (3) month period.



Professional Services Agreement
Los Altos Hills County Fire District, CA and CPSE
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Duties:

The Agency agrees to comply with the Center's guidelines and timeframes for the completion of the project. The Agency will provide all labor and other services necessary to complete the project.

The Center agrees to furnish technical advisors and the scope of services and deliverables relating to the completion of the project.

Termination:

Nothing in this agreement shall prevent, limit or otherwise interfere with the right of the Agency and the Center to terminate this agreement.

Either party may terminate the agreement by giving thirty (30) days written notice. Any notice required or permitted by this agreement shall be in writing and shall be personally served or shall be sufficiently given when served upon the other party as sent by United States Postal Service with postage prepaid.

General Provisions:

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

The laws of the state of Virginia, United States of America, shall govern this agreement.

This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. Neither party has relied upon inducements, concessions or representations of the fact, except as set forth in this written agreement and the Center's proposal.

If any provision or any portion thereof contained in this agreement is held unconstitutional, invalid or unenforceable, the remainder of this agreement, or portion thereof, shall be deemed severable and shall not be affected and shall remain in full force and effect.

In the event of any legal action between the parties hereto to enforce the provisions of this agreement, the prevailing party shall be entitled to reasonable legal fees and costs as fixed by the Court.



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The Center shall receive no further benefits or additional consideration other than as expressly set forth in a written agreement.

The Agency shall not at any time during the term of this agreement reduce the base contract price, compensation or other financial benefits. There shall not be any refunds, reimbursement or compensation issued to the Agency by the Center.

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

Los Altos Hills County Fire District, CA

Center for Public Safety Excellence, Inc.

By: _____
Signature

By: _____
Paul D. Brooks, Executive Director

Title