

**EAST CONTRA COSTA FIRE PROTECTION DISTRICT  
BOARD OF DIRECTORS  
STATE OF CALIFORNIA**

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**RESOLUTION NO. 2018 - 06**

**AWARDING A CONTRACT TO MANAGEMENT PARTNERS, INC. TO PROVIDE  
STRATEGIC PLANNING SERVICES FOR A ONE-YEAR TERM FOR A TOTAL ALL-  
INCLUSIVE AMOUNT OF \$60,500, PLUS UP TO \$25,000 FOR ADDITIONAL SERVICES**

**WHEREAS**, the East Contra Costa Fire Protection (District) desires to secure professional consultant services to assist with developing a strategic plan; and

**WHEREAS**, the District issued a Request for Qualifications for strategic planning services and received proposals from four firms; and

**WHEREAS**, an ad hoc advisory committee of the District's Board of Directors (Board) reviewed the proposals, held interviews with the top two proposers and selected Management Partners, Inc. (Management Partners) of San Jose, California as the top-rated proposer; and

**WHEREAS**, Management Partners has extensive experience providing strategic planning services for local government agencies, including fire and emergency response organizations; and

**WHEREAS**, Management Partners and District staff have negotiated a Scope of Services, which Management Partners will perform for a total all-inclusive amount of \$60,500 over one year; and

**WHEREAS**, staff recommends, and the Finance Committee concurs, that the Board of Directors award a contract to Management Partners to provide strategic planning services and authorize the Fire Chief to enter into an agreement with Management Partners for a one-year term for a total all-inclusive price of \$60,500; and

**WHEREAS**, staff recommends, and the Finance Committee concurs, that the Board also authorize the Fire Chief to utilize up to \$25,000 for Management Partners to perform additional services if in the District's best interest.

**NOW, THEREFORE, BE IT RESOLVED** that the East Contra Costa Fire Protection District Board of Directors hereby awards a contract to Management Partners, Inc. to provide strategic planning services for a total all-inclusive price of \$60,500, and authorizes the Fire Chief to complete negotiations and execute an agreement in a form acceptable to Legal Counsel.

**BE IT FURTHER RESOLVED** that the Board of Directors also authorizes the Fire Chief to utilize up to \$25,000 for Management Partners to perform additional services if in the District's best interest.

**East Contra Costa Fire Protection District &  
Management Partners, Inc.  
Strategic Planning Contract  
Scope of Services**

Management Partners will coordinate and provide for the development of a Strategic Plan for the East Contra Costa Fire Protection District. The specific sub-tasks and schedule detailed in Management Partners' Proposal (Exhibit D) and summarized below will be refined and modified as necessary at the initiation of the project upon consultation with, and agreement by, both Management Partners and the East Contra Fire Protection District (ECCFPD).

***Activity 1 – Start Project***

The project will begin after contract approval through a meeting with key project leaders designated by ECCFPD. During this kickoff meeting, the project objectives, the overall process, detailed schedule, and each of the major tasks and sub-tasks will be reviewed with changes as needed.

***Activity 2 – Gather and Analyze Information***

Management Partners will gather information through six major tasks, including interviews, two online surveys, focus groups, community meetings, and a review of various documents. Each is described below, although modifications to the participants and focus of these tasks will be determined during the kickoff meeting:

- » ***Conduct Interviews.*** Management Partners will interview District, city and other relevant leaders. The purpose of these interviews will be to obtain input for the strategic plan, which will also aid in developing further outreach.
- » ***Conduct Focus Groups.*** To facilitate more in-depth discussions about the future of ECCFPD, Management Partners will conduct two focus groups of ECCFPD staff or community stakeholders and representatives. Each focus group will have 10 to 13 participants and will last 90 minutes.
- » ***Design and Administer Online Staff Survey.*** ECCFPD employees will have important observations and suggestions that will be helpful in creating the strategic plan. Management Partners will design a confidential online survey to seek their input about vision, mission, values, goals and objectives.
- » ***Design and Administer Online Community Survey.*** Seeking input from residents and businesses in the communities served by ECCFPD will also be important in developing the strategic plan. Management Partners will design and administer a confidential online survey to obtain community input about their vision for the District and priorities for the future.
- » ***Design and Facilitate Community Meetings.*** Management Partners will plan and facilitate two community meetings to offer additional opportunities for residents and stakeholders to provide input about services and ideas for the strategic plan.

- » **Review Relevant Documents.** Management Partners will review the District's existing planning documents, structure, operating model, budgets and financial projections, including the 2016 staffing and deployment study and other background materials.

Once Management Partners completes the activities above, Management Partners will prepare a summary of the key input obtained. The summary will be important input into creating the workbooks containing the draft materials to be used in the workshop (described below).

**Activity 3 – Provide Guidance for Environmental Scan**

During this activity, District staff will prepare an environmental scan with advice from Management Partners. An environmental scan will provide important information for discussions in the workshop described in Activity 4. Management Partners will provide examples of environmental scans to ECCFPD.

**Activity 4 – Conduct First Strategic Planning Workshop**

Management Partners will facilitate a one-day workshop with District directors, staff and others, as desired. The purpose of the workshop will be to review the information gathered in the previous activities. The first workshop will focus on the mission, vision and values, and initiate discussion about goals and strategies. Following the workshop, Management Partners will summarize the results and prepare the briefing materials for the second workshop.

**Activity 5 – Conduct Second Strategic Planning Workshop**

Management Partners will facilitate a second one-day workshop with District leaders and staff (and others, as desired). The purpose of the workshop will be to review and refine proposed goals and strategies, and to finalize mission, vision and values. Following the workshop, Management Partners will summarize the results.

**Activity 6 – Prepare Strategic Plan**

During this activity, Management Partners will prepare a draft strategic plan document. It will be visually pleasing, using photos supplied by ECCFPD to illustrate goals and highlight some of the District's assets. Management Partners will review the draft strategic plan with the ECCFPD project team and make modifications based on the feedback received. A final strategic plan document will then be prepared and presented to the Board of Directors.

**Activity 7 – Support Implementation**

Upon completion of the strategic plan document, Management Partners will prepare a draft Implementation Action Plan. The Implementation Action Plan will serve as an executable roadmap that details the specific steps needed to accomplish each of the strategies included in the plan.

**Timeline**

The proposed timeline, based on starting the week of March 19, 2018, is:

<b>Activity</b>	<b>Schedule</b>
<b>1 – Start Project and Conduct Interviews</b>	March 19-23
<b>2 – Gather and Analyze Information</b>	March 19-May 11
<b>3 – Provide Guidance for Environmental Scan</b>	March 26-April 27
<b>4 – Prepare for and Facilitate First Strategic Planning Workshop</b>	May 7-June 22
<b>5 – Prepare for and Facilitate Second Strategic Planning Workshop</b>	June 18-August 3
<b>6 – Prepare Strategic Plan</b>	August 6-September 14
<b>7 – Support Implementation</b>	September 3-ongoing

The proposed workplan summarized above and presented in detail in Management Partners' Proposal (Exhibit D) is subject to review and modification at the kickoff meeting and throughout the course of the project as mutually agreed by ECCFPD and Management Partners.

Additional work beyond the scope of Management Partners' Proposal (Exhibit D) can be requested by the District and agreed to by Management Partners through any contingency or other funding provided by the ECCFPD. Such additional work might include additional community surveys, focus groups, workshops, interviews or research as requested by ECCFPD up through and including the Implementation Action Plan.

**PASSED, APPROVED AND ADOPTED** by the Board of Directors of the East Contra Costa Fire Protection District at a regular meeting held on the 5th of March, 2018 by the following vote:

AYES: Benson, Bryant, Langro, Oftedal, Morgan, Strobel, Thompson, Young

NOES: Stonebarger,

ABSENT:

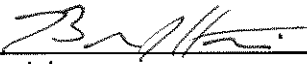
ABSTAIN:



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Brian J. Oftedal  
President, Board of Directors

ATTEST:



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Brian Helmick  
Clerk of the Board