



Kent Taylor Civic Hall
200 NE Second Street
McMinnville, OR 97128

City Council Meeting Agenda
Tuesday, February 9, 2021
5:30 p.m. – Work Session Meeting
7:00 p.m. – Regular Council Meeting

*Welcome! The public is strongly encouraged to participate remotely but there is limited seating at Civic Hall for those who are not able to participate remotely. However, if you are not feeling well, please stay home and take care of yourself. In accordance with Governor Kate Brown's **new face covering mandate, all who wish to attend public meetings must wear a face mask or some kind of face covering is required while in the building and you must maintain six feet apart from others.***

You can live broadcasts the City Council Meeting on cable channels Xfinity 11 and 331,
Frontier 29 or webstream here:

www.mcm11.org/live

You may join online via Zoom Meeting:

<https://mcminnvilleoregon.zoom.us/j/91098252910?pwd=OHFVKzBndXB1cFE0cUtRbENDdlgwUT09>

Zoom ID: 910-9825-2910

Zoom Password: 025052

Or you can call in and listen via zoom: 1-253- 215- 8782

ID: 910-9825-2910

5:30 PM – COUNCIL WORK SESSION – VIA ZOOM & COUNCIL CHAMBERS

1. CALL TO ORDER & ROLL CALL
2. PRESENTATION - A Fair Housing Council of Oregon Presentation by Shyle Ruder and Jamie Gatewood, "The Ghosts of Our Past and the Challenges of Today"
3. ADJOURNMENT

7:00 PM – REGULAR COUNCIL MEETING – VIA ZOOM & COUNCIL CHAMBERS

1. CALL TO ORDER & ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. PROCLAMATION
 - a. Black History Month Proclamation
4. INVITATION TO CITIZENS FOR PUBLIC COMMENT – *The Mayor will announce that any interested audience members are invited to provide comments. Anyone may speak on any topic other than: a matter in litigation, a quasi-judicial land use matter; or a matter scheduled for public hearing at some future date. The Mayor may limit comments to 3 minutes per person for a total of 30 minutes. The Mayor will read comments emailed to City Recorded and then any citizen participating via Zoom.*
5. ADVICE/ INFORMATION ITEMS
 - a. Reports from Councilors on Committee & Board Assignments
 - b. Department Head Reports

c. November 2020 Cash and Investment Report (in packet)

6. CONSENT AGENDA

a. Consider request from Bitter Bars LLC DBA The Bitter Monk for Limited On-Premises and Off-Premises OLCC Liquor License located at 250 NE 3rd Street.

7. NEW BUSINESS (Action Items)

a. McMinnville Water and Light Commission Appointment

b. 2020 SAFER Grant

8. RESOLUTIONS

a. Consider **Resolution No. 2021-03**: A Resolution Appointing Members to the Diversity Equity and Inclusion Committee.

b. Consider **Resolution No. 2021-06**: A Resolution authorizing the City Manager to enter into a Personal Services Agreement with Emergency Services Consulting International (ESCI) for a Cost /Budget Analysis & Standards of Cover for work related to the Fire Department Consolidation Efforts.

9. ADJOURNMENT

Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice: Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the City Recorder (503) 435-5702 or Claudia.Cisneros@mcminnvilleoregon.gov.



Fair Housing in Oregon

The Ghosts of our Past
The Challenges Today

Fair Housing Council of Oregon

<http://www.fhco.org>

© Fair Housing Council of Oregon, 2020



Where are we now?



Looking at History to Understand Housing Discrimination Today

Oregon's Demographics:

- A white state
 - Nationally: 13% African American
 - Oregon under 2%
- Concentrations of people with the same race and/or national origin in neighborhoods and communities



Whites Have Huge Wealth Edge Over Blacks (but Don't Know It)

By **EMILY BADGER** SEPT. 18, 2017

Psychologists at Yale recently asked hundreds of Americans these two questions: [RELATED ARTICLE](#)

For every \$100 earned by an average white family, how much do you think is earned by an average black family?

\$0-\$25

\$26-\$50

\$51-\$75

\$76-\$100

\$100+

For every \$100 in wealth accumulated by an average white family, how much wealth has the average black family accumulated?

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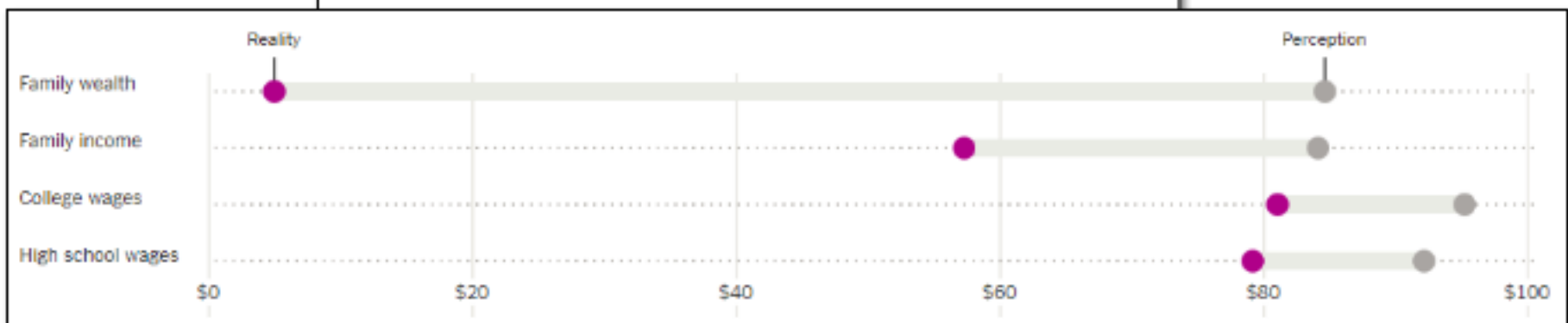
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\$26-\$50

\$51-\$75

\$76-\$100

\$100+



The Road to Zero Wealth

“If the racial wealth divide is left unaddressed and is not exacerbated further over the next eight years, median Black household wealth is on a path to hit zero by 2053.

About 10 years after it is projected that racial minorities will comprise the majority of the nation’s population.

Median Latino household wealth is projected to hit zero twenty years later, or by 2073.

In sharp contrast, median White household wealth would climb to \$137,000 by 2053 and \$147,000 by 2073.”



**So, how did
we get here?**

Let's Start with the Oregon Trail...

- **Decimation of Native Peoples**
 - By the mid 1800s 80% of the Willamette Valley population had died from epidemics; majority of those remaining forced onto reservations
- **1850 - Oregon Land Donation Act**
 - Whites only



Oregon was the Only State to Exclude African Americans



- Debate: Free or Slave...
- 1844 & 1849 Oregon Territory Laws
 - 20-39 “stripes”
 - Rose Jackson’s story
- 1859 - Oregon admitted as free state with exclusion law in Constitution
- 1927- Exclusion finally eliminated

Anti-Chinese Sentiment

- 1850s - Chinese start arriving in Oregon
- 1859 - Oregon Constitution prohibits Chinese from owning real estate
 - Repealed 1943
- 1861-63 - Large numbers moved to Eastern & Southern Oregon following discovery of gold



Largest Minority in Oregon

- By the 1880s, Chinese were the largest minority in Oregon
- Mining, railroads; building bridges, tunnels & roads, digging canals; canneries
 - Segregated “Chinatowns”
 - In Portland, Chinese lived in SW Portland & near Providence Park



Anti-Chinese Sentiment

- Ongoing harassment
 - Robbed of gold dust
- 1880s Depression - Chinese Blamed
- 1882 - Chinese Exclusion Act
 - Repealed 1943
- Anti-Chinese violence up & down West Coast; Eastern & Southern Oregon
- In late 1880s – Chinese left Eastern & Southern Oregon for Portland
 - No more mining; end of railroad jobs
 - Violence drove them to Portland



Snake River Massacre



- May 1887- 7 men robbed, murdered & mutilated 34 Chinese miners
- Three people were brought to trial, but none were convicted.
- Chinese Massacre Cove

The New Century

- **Tiny African American population clustered near railroad stations**
- **Lynching in Coos Bay in 1902**
- **Discrimination in public accommodations**
- **Sundown laws throughout the state**
- **Realtor® Code of Ethics & Restrictive Covenants**



Impact of Race and Nationality on Real Estate Valuation

American Institute of Real Estate Appraisers ranking, from most to least favorable (1920s through 1940s):

1. English, Germans, Scotch, Irish, Scandinavians
2. North Italians
3. Bohemians or Czechs
4. Poles
5. Lithuanians
6. Greeks
7. Russians, Jews (lower class)
8. South Italians
9. Negroes
10. Mexicans



Oregon's Ku Klux Klan

- **Anti Immigrant Sentiment & Growth of Klan nationwide**
- **Oregon had largest Klan membership per capita in the US**
- **By 1922, 58 “Klaverns” in Oregon**
 - **Prominent members: Governor Pierce**
- **Anti Catholic**
 - **Oregon only 8% Catholic**
 - **Legal Activities: Boycotts, Alien Land Law, ballot measure**
 - **Necktie Parties**
 - **Nevada Standish**



Ku Klux Klan



Klan had shrunk dramatically by mid-1920s

– 1924 Immigration Act

- Dramatically reduced immigration from Southern & Eastern Europe
- Preference for British Isles, Germany & Scandinavia
- No Asians, Africans, Arabs
- Tied to recession unemployment
- Calvin Coolidge: “America must remain American”



– Corruption, scandals

The Impact of the Federal Housing Administration

- Innovation during the Depression – changed access to home ownership & wealth creation
 - Before FHA: 50% down; 5-10 years to pay balance
 - With FHA: 20% down, 30 year fixed-rate mortgage
- Federal underwriting standards incorporated de facto racist standards
- 1934 -1962: Underwrote \$120 billion in loans; fewer than 2% for non-whites

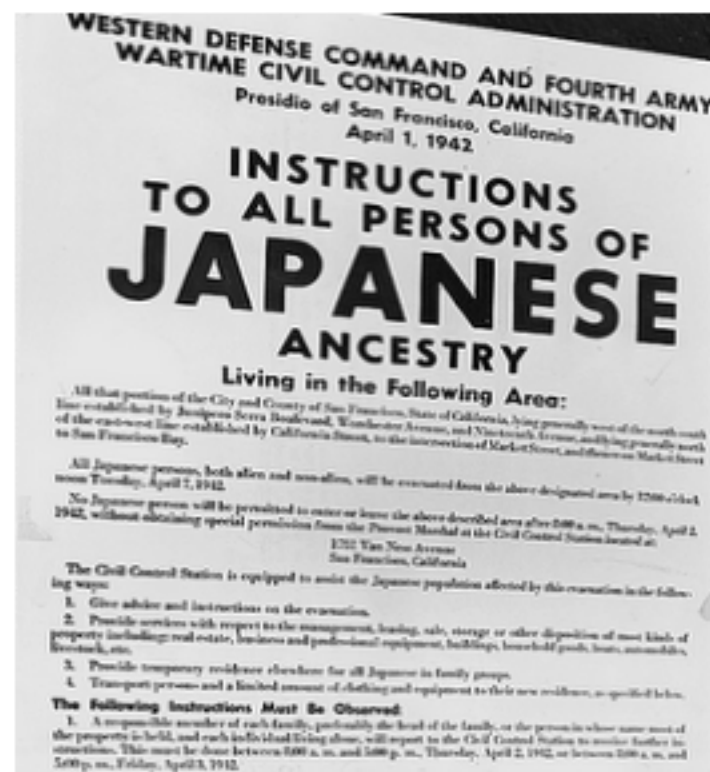


December 7th, 1941

- The Japanese in Oregon
 - Brought in after Chinese Exclusion Act
 - Grew majority of Oregon produce
 - Alien Land Law
 - White resentment
 - 4,000 Japanese in Oregon
 - Largest community in Hood River (4%)
 - Portland's Japan Town

Executive Order #9066 –

- Evacuation area went as far east as Highway 97
- Portland Expo Center
- Oregonian: “Portland first US City to Rid Itself of Japs” ...
- Incarceration
- 120K lost homes; 2/3 US citizens



World War II and Agriculture

- Eastern Oregon: sugar beets
- Japanese Americans lived without barbed wire & armed guards
- Braceros
 - 1942-1947: More than 15,000 Mexican men came to Oregon to work in agriculture
- Segregated housing-Braceros, Japanese
 - Terrible living conditions for Mexicans
- Some businesses had signs: "No Mexicans", "No Japanese"
- German & Italian POWs fared better



World War II & African Americans

- Treatment of African American servicemen in White City, Pendleton
- Massive increase in African Americans in Portland
 - Before the war 2,000 African Americans in Portland
 - 20K came to Portland metro area to work in Henry Kaiser's shipyards
- Segregated public housing
 - Vanport, Guild's Lake



Post War Challenges

- 1945 Anti-Japanese Sentiment
 - Hood River
 - Oregon Legislature
 - Turned away from rentals, home loans
 - “No Japs Allowed” signs
 - Homes in Lake Labish burned to the ground
- African Americans
 - No jobs after the war
 - Pressure to leave Portland-1/2 did
 - 1948-Vanport Flood



The Beginning of Change....

- 1948 - *Shelley v. Kraemer*, 334 US 1 (1948)
- 1953 Oregon Public Accommodations Law
 - Mark Hatfield's Role
- 1959 Oregon Fair Housing Law



And yet...

Park

ESTABLISHED 1897
Telephone Classified—343-5411

REAL ESTATE *Corner*

"OPEN" or "FORCED" HOUSING??

Proponents of the Federal Forced Housing legislation presently before Congress call the bill "Open Housing". Opponents of the bill refer to it as "Forced Housing". This proposed legislation will soon be voted on in the House of Representatives. The Bill affects every home owner and landlord in America. If you want further information on this bill, write:

Boise Board of Realtors
P.O. Box 723
Boise, Idaho



Watch for this weekly feature dedicated to providing general information regarding real estate transactions, appearing each Sunday as public service by the Boise Board of Realtors.

Boise Board of Realtors

Watch for this seal. It is prominently displayed by members of the National Association of Real Estate Boards and of his local board who subscribe to the professional standards of an established code of ethics.

REALTOR—A member of the national association of Real Estate Boards and of his local board who subscribes to the professional standards of an established code of ethics.

- Realtors & landlords continued to segregate/steer



- Discrimination continued in public accommodations



- Sundown laws continued into 1960s

The Civil Rights Movement

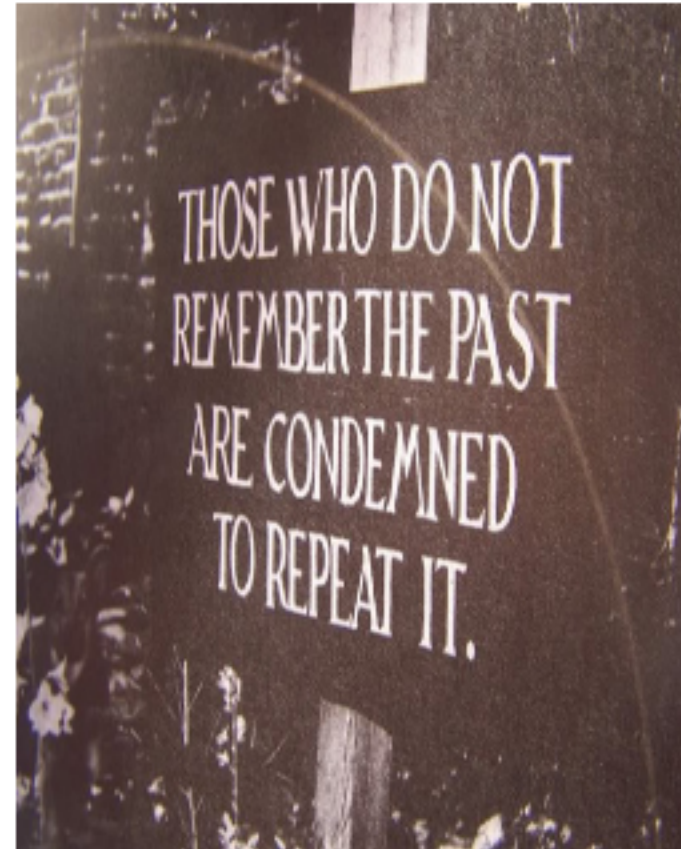
1968-Passage of federal fair housing act

- Most difficult piece of Civil Rights legislation to pass
- Addressed both discrimination and segregation
- Passed one week after Dr. King's death

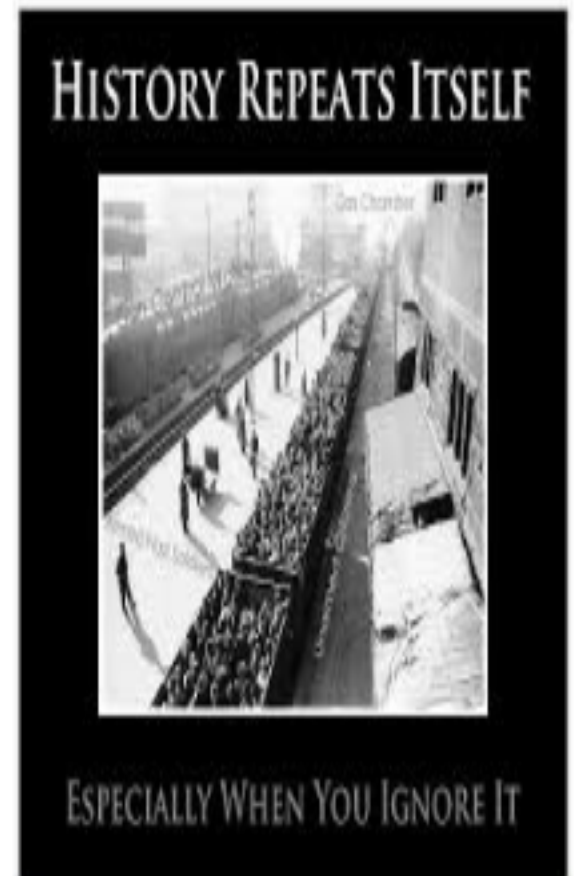


The Past Meets the Present

- We still live with the ghosts of our past
 - A history of discrimination, segregation, displacement & intimidation
- Why is Oregon a very white state?
- Why do people live where they do?
- Why do people of color tend to have less wealth?



- **History repeats itself: blaming minorities in bad economic times?**
- **The threat of immigrants & foreign religions**
 - **Chinese Exclusion Act of 1882**
 - **Alien Land law of 1923**
 - **Immigration Act of 1924**
 - **“Repatriation” of Mexican Americans in 1930s & 1950s**
- **Standing Up for Our Neighbors**
 - **Lake Labish**
 - **9/11 & the Japanese American Citizens’ League**
 - **Fort Sill, Oklahoma**



Federal Protected Classes Today

- Race
- Color
- National Origin
- Religion
- Gender
- Familial Status
(families with children)
- Disability



Oregon Protected Classes

- **Marital Status**
- **Source of Income**
 - Includes Section 8 vouchers & agency checks
- **Sexual Orientation & Gender Identity**
- **Protections Continue to Expand**
 - Local ordinances, HUD rulings, cases



Fair Housing Issues Today

- **Rentals, sales, loans**
 - Primarily rentals
 - HOAs
- **Discrimination less overt, but pervasive**
- **Disability issues-50%**
 - Reasonable Accommodations
- **Harassment on the Increase-20%**
- **Gentrification**



Mid-Willamette Valley FHCO Hotline

- **Most prevalent disability - reasonable accommodations and modifications**
- **Harassment - national origin**
- **Criminal history - barrier to get into stable housing**
- **Source of income – agency vouchers**

Mid-Willamette Valley CAG

Overarching Themes

- **Nimby-ism (Not In My Backyard) Zoning and community acceptance issues**
- **Criminal history and credit history as barrier to stable housing**
- **Pacific Islander community experiencing discrimination**

How Fair Housing Laws are Enforced



Usually FHCO hotline is called first. 2,000+ calls annually

- 70% are resolved through informal resolution
- If appropriate, a complaint is filed through with HUD or BOLI
- Next comes the investigation
 - Did discrimination occur?
 - Investigation tools
- The enforcer could be HUD, BOLI, US Dept. of Justice, OR Attorney General's office and/or a private attorney
- Outcomes
- Laws clarified over time through the courts



PROCLAMATION

Designation of February 2021 as Black History Month

WHEREAS, The City of McMinnville is committed to diversity, equity, and inclusion as a fundamental aspect of our community; and

WHEREAS, the official theme of Black History Month 2021 is The Black Family: Representation, Identity, and Diversity; and

WHEREAS, Black Americans have made valuable contributions in Oregon's economic, political, spiritual, and cultural development while maintaining and promoting their own unique culture and history; and

WHEREAS, we acknowledge and denounce the history of structural and institutional racism toward Black Americans in Oregon and throughout the United States, which has directly resulted in socioeconomic, health, and other disparities that persist to this day; and

WHEREAS, Black Americans for generations have sought to prevail against racial violence, injustice, and inequities while leading the pursuit of equality in this country; and

WHEREAS, Black History Month serves to celebrate the accomplishments, culture, and contributions of the Black community while honoring Black history; and

WHEREAS, we, as a community, must work together to end discrimination to achieve true equality for Black Oregonians and build a McMinnville where all residents can realize their full potential

NOW, THEREFORE, I, Scott Hill, Mayor of McMinnville, do hereby proclaim February 2021 as:

Black History Month

IN WITNESS WHEREOF, I have hereunto set my hand, this ninth day of February, in the year two thousand twenty-one.

Scott A. Hill, Mayor

CITY OF MCMINNVILLE - CASH AND INVESTMENT BY FUND
November 2020

FUND #	FUND NAME	GENERAL OPERATING		TOTAL
		CASH IN BANK	INVESTMENT	
01	General	\$1,569,893.88	\$4,132,581.22	\$5,702,475.10
05	Special Assessment	\$143.87	\$139,162.82	\$139,306.69
07	Transient Lodging Tax	\$127.90	(\$5,000.00)	(\$4,872.10)
10	Telecommunications	\$157.25	\$9,030.00	\$9,187.25
15	Emergency Communications	\$26.62	\$33,094.81	\$33,121.43
20	Street (State Tax)	\$655.50	\$1,548,282.74	\$1,548,938.24
25	Airport Maintenance	\$553.85	\$488,749.03	\$489,302.88
45	Transportation	\$109.26	\$3,499,375.55	\$3,499,484.81
50	Park Development	\$580.51	\$1,597,441.49	\$1,598,022.00
58	Urban Renewal	\$717.99	\$203,613.17	\$204,331.16
59	Urban Renewal Debt Service	\$429.15	\$259,776.26	\$260,205.41
60	Debt Service	\$428.05	\$1,788,608.73	\$1,789,036.78
70	Building	\$689.95	\$1,530,478.00	\$1,531,167.95
75	Wastewater Services	\$250.65	\$2,358,840.77	\$2,359,091.42
77	Wastewater Capital	\$205.84	\$34,574,103.65	\$34,574,309.49
80	Information Systems & Services	\$488.06	\$104,091.47	\$104,579.53
85	Insurance Reserve	(\$41.26)	\$1,008,290.54	\$1,008,249.28
CITY TOTALS		1,575,417.07	53,270,520.25	54,845,937.32

MATURITY			INTEREST	
DATE	INSTITUTION	TYPE OF INVESTMENT	RATE	CASH VALUE
N/A	Key Bank of Oregon	Checking & Repurchase Sweep Account	0.20%	\$ 1,575,417.07
N/A	Key Bank of Oregon	Money Market Savings Account	0.75%	\$ 13,035,536.29
N/A	State of Oregon	Local Government Investment Pool (LGIP)	0.75%	\$ 38,198,150.49
N/A	State of Oregon	Transportation Bond (LGIP)	0.75%	\$ 1,001,358.20
N/A	State of Oregon	Urban Renewal Loan Proceeds (LGIP)	0.75%	\$ 253,772.01
N/A	MassMutual Financial Group	Group Annuity	3.00%	\$ 781,703.26
				<u>\$ 54,845,937.32</u>
				\$ -



City Recorder Use

Final Action:
 Approved Disapproved

Liquor License Recommendation

BUSINESS NAME / INDIVIDUAL: Bitter Bars LLC DBA The Bitter Monk
BUSINESS LOCATION ADDRESS: 250 NE 3rd Street
LIQUOR LICENSE TYPE: Limited On-Premises, Off-Premises

Is the business at this location currently licensed by OLCC

Yes No

If yes, what is the name of the existing business:

Hours of operation: Sunday – Thursday 12 pm to 11 pm; Friday – Saturday 12 pm to 12 am

Entertainment: Recorded music

Hours of Music: 7 am to 10 pm

Seating Count: 60 total; 36 restaurant and 24 outdoor

EXEMPTIONS:

None

Transfer of ownership from one company to another

Tritech Records Management System Check: Yes No

Criminal Records Check: Yes No

Recommended Action: Approve Disapprove

Chief of Police / Designee

City Manager / Designee



OREGON LIQUOR CONTROL COMMISSION

LIQUOR LICENSE APPLICATION



1. Application. **Do not include** any OLCC fees with your application packet (the license fee will be collected at a later time). Application is being made for:

License Applied For:	CITY AND COUNTY USE ONLY
<input type="checkbox"/> Brewery 1 st Location	Date application received and/or date stamp: <i>1/27/2021</i>
Brewery Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>	
<input type="checkbox"/> Brewery-Public House (BPH) 1 st location	Name of City or County: _____
BPH Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>	
<input type="checkbox"/> Distillery	Recommends this license be: <input type="checkbox"/> Granted <input type="checkbox"/> Denied
<input type="checkbox"/> Full On-Premises, Commercial	
<input type="checkbox"/> Full On-Premises, Caterer	By: _____
<input type="checkbox"/> Full On-Premises, Passenger Carrier	
<input type="checkbox"/> Full On-Premises, Other Public Location	Date: _____
<input type="checkbox"/> Full On-Premises, For Profit Private Club	
<input type="checkbox"/> Full On-Premises, Nonprofit Private Club	OLCC USE ONLY Date application received: <i>1-21-2021</i> Date application accepted: <i>1-25-2021</i> <i>Orville</i>
<input type="checkbox"/> Grower Sales Privilege (GSP) 1 st location	
GSP Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>	License Action(s): <i>CLC</i> <i>CLPV</i>
<input checked="" type="checkbox"/> Limited On-Premises	
<input checked="" type="checkbox"/> Off-Premises	<div style="text-align: right; border: 1px solid black; padding: 5px;"> RECEIVED <small>OREGON LIQUOR CONTROL COMMISSION</small> JAN 25 2021 DALEM REGIONAL OFFICE </div>
<input type="checkbox"/> Warehouse	
<input type="checkbox"/> Wholesale Malt Beverage & Wine	
<input type="checkbox"/> Winery 1 st Location	
Winery Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/> (4 th) <input type="checkbox"/> (5 th) <input type="checkbox"/>	

2. Identify the applicant(s) applying for the license(s). **ENTITY (example: corporation or LLC) or INDIVIDUAL(S)** applying for the license(s):

Bitter Bars LLC

App #1: NAME OF ENTITY OR INDIVIDUAL APPLICANT

App #2: NAME OF ENTITY OR INDIVIDUAL APPLICANT

App #3: NAME OF ENTITY OR INDIVIDUAL APPLICANT

App #4: NAME OF ENTITY OR INDIVIDUAL APPLICANT

3. Trade Name of the Business (Name Customers Will See) The Bitter Monk		
4. Business Address (Number and Street Address of the Location that will have the liquor license) 250 NE 3rd Street		
City McMinnville	County Yamhill	Zip Code 97128

¹ Read the instructions on page 1 carefully. If an entity is applying for the license, list the name of the entity as an applicant. If an individual is applying as a sole proprietor (no entity), list the individual as an applicant.



**City of McMinnville
Fire Department**
175 NE 1st Street
McMinnville, OR 97128
(503) 435-5800
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: January 28, 2020
TO: Mayor and City Councilors
FROM: Rich Leipfert, Fire Chief
SUBJECT: SAFER GRANT

Report in Brief:

The Federal Emergency Management Agency has opened up the Safer Grant application period. The period will open February 8th and close March 12th 2021. The grant is for the purpose of hiring full time firefighters. The grant is specific to fire response and firefighting activities. In addition to informing the City Council of the grant, I am including updated information on the issues that have been identified by the department in the past in order for the City Council to have a better understanding.

Background:

The SAFER grant funds are based on the average cost of a new hire firefighter's wages and benefits only. Financially the grant covers 100% of the wages and benefits of the employees for 3 years excluding Call back and training overtime. Previous grants covered 75% of the first and second year costs and 35% of the 3rd year costs. The City must commit to fully staffing existing positions (at the time of the grant application) and the grant added positions for the 3 year performance period. Any layoffs would result in default to the grant. The City must commit to having the new positions ride on an engine more than 50% of the time since the grant is specific to firefighting capability and not EMS response. Successful grant applications will be notified by September 2021. Grant award notifications will start August 24, 2021 and awards will be released periodically after that date until funds are depleted. Agencies, once notified, have 30 days to accept the grant. If awarded a grant, the department has one year to bring on the grant funded employees without applying for a period of performance extension. Ultimately given the grant award cycle and our hiring process timeframes we could be well into 2022 before we see the benefit of a grant award.

Allowable activities for grant purposes are:

- Rehire: Rehiring firefighters who were laid-off within the two years prior to the start of the application period;
- Retention: Retaining firefighters facing imminent layoff – within 120 days of the close of the application period; or,
- New Hire: Hire new, additional firefighters.

Discussion:

The grant cycle runs on the Federal Fiscal year. Qualifying factors for the award broke down into four key areas listed below.

(1) Project Description:

In order to receive the highest rating related to Project Description, applicants must clearly address the following points: • Why does the department need the positions requested in this application? • How will the positions requested in this application be used within the department (e.g. fourth firefighter on engine, open a new station, eliminate browned out stations, reduce overtime)?

(2) Impact on Daily Operations:

In order to receive the highest rating related to Impact on Daily Operations, applicants must clearly address the following points: • Explain how the community and the current firefighters employed by the department are at risk without the positions requested in this application. • How will that risk will be reduced if awarded?

(3) Financial Need

(4) Cost Benefit

If Council authorizes the department to move forward with this grant application, it is our intent to use a professional grant writer to provide the best opportunity for success.

Grant application options

Current annual staffing levels without moving an ambulance crew to the engine are:

- | | |
|--------------------|----------|
| 1. 4 Person Engine | 33 days |
| 2. 3 Person Engine | 98 days |
| 3. 2 Person Engine | 234 days |

Option 1: Hire 3 staff for relief only. No increased staffing to the engine.

- a. Little or no changes in response time or on scene staffing levels.
- b. Reduces overtime shifts worked, reducing staff work related stress.
- c. New employees would reduce OT shifts by an estimated 100 shifts per year after calculation of time off for new positions.

Option 2: Hire 3 personnel to increase minimum staffing on engine from 2 to 3

- a. Little or no OT relief
- b. Engine staffed with at least 3 for 365 days a year reducing in-city response times from an average of 9 min to 6 min on 242 days.
- c. Would have a 4 person engine an estimated 120 days based on past 2 years' time off use.

Option 3: Hire 5 personnel, 3 for relief and 2 (plus the current over hire) to improve staffing to a 3 person engine

- a. Reduces overtime shifts worked, reducing staff work related stress.
- b. After figuring in days off for new employees, this would reduce OT shifts by an estimated 80 / year.

Current Ongoing Consolidation Study

The Yamhill County Cooperative Feasibility study did identify the current need for 3 relief positions in the McMinnville Fire Department. The consultant indicated that the additional 2 to improve engine staffing makes sense. He has believed that the financial impacts of the grant application for 5 should not negatively affect the feasibility of the consolidation and not impact the future proposed millage rate.

The ongoing consolidation study Standards of Cover will be conducting a thorough evaluation of the response needs of the new district. It will evaluate funding streams, station locations, and staffing levels for both paid and volunteers. This study is designed to ensure that should we move forward with consolidation we will not be setting up the future organization for failure by overextending resources. This study will provide the City a large amount of data from which to make decisions as we move forward regardless of consolidation.

Current Ongoing Issues within the Organization

City Council was briefed during a presentation by the Fire Department in 2018 about issues which have affected the organization. Those were (1) increasing call volume, (2) mandatory holdover overtime to meet minimum staffing levels, (3) paid staff turnover to other departments, and (4) response times.

- (1) Overall call volume is down 3.6% since 2017. EMS call volume has reduced 6.5% since 2017. In 2020 call volume increased from 2019 by 131 calls, 105 calls were EMS.
- (2) In 2020 there were 3 shifts of mandatory hold over for shift coverage.
- (3) Currently the department is at full staff. Staff do continue to look for work elsewhere. In 2018, four staff left for other departments. In 2019, six staff left for other departments, and in 2020 five departed.
- (4) In the city over the last 4 years, the department responded with a 6 minute average response time when staffing 3 or more on the engine. When staffing a 2 person engine we run an average of 9 minute response time.

Fiscal Impact:

		First Year	Year 2	Year 3	Year 4
Full Cost	5	\$ 700,000.00	\$ 735,000.00	\$ 771,750.00	\$ 810,337.00
Grant Pays		\$ 700,000.00	\$ 735,000.00	\$ 771,750.00	
City Costs		\$ 57,000.00	\$ -		
Full Cost	3	\$ 420,000.00	\$ 441,000.00	\$ 463,050.00	\$ 486,202.50
Grant Pays		\$ 420,000.00	\$ 441,000.00	\$ 463,050.00	
City Pays		\$ 34,200.00	\$ -	\$ -	

City costs include payroll not paid for by grant. First year costs for equipment, uniforms, testing and OT for training \$11,400 per employee.

Recommendations:

Recommend City Council Authorize the Fire Chief to move forward with the 2020 SAFER grant application for 5 firefighters.

**The Department of Homeland Security (DHS)
Notice of Funding Opportunity (NOFO)
Fiscal Year 2020 Staffing for Adequate Fire and Emergency Response
(SAFER) Grant Program**

NOTE: If you are going to apply for this funding opportunity and have **not** obtained a Data Universal Numbering System (DUNS) number and/or **are not** currently registered in the System for Award Management (SAM), please take immediate action to obtain a DUNS Number, if applicable, and then to register immediately in SAM. It may take four weeks or more after you submit your SAM registration before your registration is active in SAM, then an additional 24 hours for Grants.gov to recognize your information. Information on obtaining a DUNS number and registering in SAM is available from Grants.gov at: <http://www.grants.gov/web/grants/register.html>. Detailed information regarding DUNS and SAM is also provided in [Section D – Application and Submission Information](#) of this NOFO, subsection, Content and Form of Application Submission. An active registration is required in order to apply for funding.

A. Program Description

- 1. Issued By**
Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD)
- 2. Assistance Listings (formerly Catalog of Federal Domestic Assistance Number)**
97.083
- 3. Assistance Listings Title (formerly CFDA Title)**
Staffing for Adequate Fire and Emergency Response (SAFER) Grant
- 4. Funding Opportunity Title**
FY 2020 Staffing for Adequate Fire and Emergency Response (SAFER) Grant
- 5. Funding Opportunity Number**
DHS-20-GPD-083-00-99
- 6. Authorizing Authority for Program**
Section 34 of the *Federal Fire Prevention and Control Act of 1974*, Pub. L. No. 93-498, as amended (15 U.S.C § 2229a) <https://www.govinfo.gov/content/pkg/USCODE-2018-title15/pdf/USCODE-2018-title15-chap49-sec2229a.pdf>
- 7. Appropriation Authority for Program**
Department of Homeland Security Appropriations Act, 2020 (Pub. L. No. 116-93) <https://www.govinfo.gov/content/pkg/PLAW-116publ93/pdf/PLAW-116publ93.pdf>

8. Announcement Type

Initial

9. Program Overview, Objectives, and Priorities

Overview

The Fiscal Year (FY) 2020 Staffing for Fire and Emergency Response (SAFER) Grant Program (hereafter referred to as the SAFER Program) is one of three grant programs that constitute the Department of Homeland Security (DHS), Federal Emergency Management Agency's (FEMA) focus on enhancing the safety of the public and firefighters with respect to fire and fire-related hazards. The SAFER Program accomplishes this by providing funding directly to fire departments and volunteer firefighter interest organizations to assist in increasing the number of firefighters to help communities meet industry minimum standards and attain 24-hour staffing to provide adequate fire protection from fire and fire-related hazards, and to fulfill traditional missions of fire departments. The SAFER Program represents one part of a comprehensive set of measures authorized by Congress and implemented by DHS. Among the five basic homeland security missions noted in the DHS [Strategic Plan](#), the SAFER Program supports the goal to Strengthen National Preparedness and Resilience. In awarding grants, the FEMA Administrator is required to consider:

- The findings and recommendations of the Technical Evaluation Panel;
- The degree to which an award will reduce deaths, injuries, and property damage by reducing the risks associated with fire-related and other hazards;
- The extent of an applicant's need for a SAFER Program grant and the need to protect the United States as a whole; and,
- The number of calls requesting or requiring a firefighting or emergency medical response received by an applicant.

The [2018-2022 FEMA Strategic Plan](#) creates a shared vision for the field of emergency management and sets an ambitious, yet achievable, path forward to unify and further professionalize emergency management across the country. The SAFER Program supports the goal of Ready the Nation for Catastrophic Disasters. We invite all of our stakeholders and partners to also adopt these priorities and join us in building a stronger Agency and a more prepared and resilient Nation.

Objectives

The objectives of the SAFER Program are to assist local fire departments with staffing and deployment capabilities to respond to emergencies and assure that communities have adequate protection from fire and fire-related hazards. Local fire departments accomplish this by improving staffing and deployment capabilities, so they may more effectively and safely respond to emergencies. With enhanced staffing levels, recipients should experience a reduction in response times and an increase in the number of trained personnel assembled at the incident scene.

Priorities

Information on program priorities and objectives for the FY 2020 SAFER Program can be found in [Appendix B – Programmatic Information and Priorities](#).

10. Performance Metrics

The grant recipient is required to collect data to allow FEMA to measure performance of the awarded grant in support of the SAFER Program metrics, which are tied to the programmatic objectives and priorities. In order to measure performance, FEMA may request information throughout the period of performance. In its final performance report submitted at closeout, the recipient must submit sufficient information to demonstrate it has met the performance goal as stated in its award. FEMA will measure the recipient’s performance of the grant by comparing the number of items, supplies, projects, and activities needed and requested in its application with the number of items, supplies, projects, and activities acquired and delivered by the end of the period of performance using the following programmatic metrics:

- Percent of “majority career” SAFER Program recipients structural fire responses that complied with National Fire Protection Association (NFPA) 1710 structural response standards.
- Percent of “majority volunteer” SAFER Program recipients structural fire responses that complied with NFPA 1720 structural response standards.
- Percent of SAFER Program recipients who reported and provided evidence that the grant funding increased compliance with NFPA 1710 or 1720 assembly and deployment standards.

B. Federal Award Information

1. **Available Funding for the NOFO:** \$355 million
2. **Projected number of Awards:** 300
3. **Period of Performance:** 12 to 48 months from the date of award. Extensions to the period of performance are allowed. For additional information on period of performance extensions, refer to [Section H – Additional Information - Extensions to the Grant Period of Performance](#).

FEMA awards under this program only include one budget period, so it will be same as the period of performance. *See* 2 C.F.R. § 200.1 for definitions of “budget period” and “period of performance.”

- **Hiring of Firefighters (Hiring) Activity:** The period of performance for applications funded under the Hiring Activity will be 36 months.
- **Recruitment and Retention (R&R) Activity:** The period of performance for applications funded under the R&R Activity is 12, 24, 36, or 48 months.

4. **Projected Period of Performance Start Date(s):** August 24, 2021 (will vary based on award date and activity type)
5. **Projected Period of Performance End Date(s):** August 24, 2022 - 2025 (will vary based on award date and activity type)
6. **Funding Instrument Type:** Grant

C. **Eligibility Information**

1. **Eligible Applicants**

a. **Hiring Activity**

Fire departments operating in any of the 50 states, as well as fire departments in the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico,¹ or any federally recognized Indian tribe or tribal organization. A fire department is an agency or organization having a formally recognized arrangement with a state, local, tribal, or territorial authority (city, county, parish, fire district, township, town, or other governing body) to provide fire suppression to a population within a geographically fixed primary first due response area. National, regional, state, local, tribal and nonprofit interest organizations representing the interests of volunteer firefighters are not eligible to receive a SAFER Program award under the Hiring Activity.

b. **R&R Activity**

Volunteer and combination fire departments operating in any of the 50 states, as well as fire departments in the District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, the Commonwealth of Puerto Rico,¹ or any federally recognized Indian tribe or tribal organization. A fire department is an agency or organization having a formally recognized arrangement with a state, local, tribal, or territorial authority (city, county, parish, fire district, township, town, or other governing body) to provide fire suppression to a population within a geographically fixed primary first due response area. National, regional, state, local, tribal and nonprofit interest organizations representing the interests of volunteer firefighters are eligible to receive a SAFER Program award under the R&R Activity. Career fire departments are not eligible to apply for funding under the R&R Activity.

Information on ineligible applications and/or organizations is in [Appendix B – Programmatic Information and Priorities](#).

2. **Eligible Activities**

¹ The District of Columbia, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, Guam, American Samoa, and the Commonwealth of Puerto Rico are all defined as “States” in the Federal Fire Prevention and Control Act of 1974. See 15 U.S.C. § 2203(10).

- **Hiring Activity:** The Hiring Activity offers grants to support applications to hire new, additional firefighters (or to change the status of part-time or paid-on-call firefighters to full-time firefighters), rehire laid off firefighters, or to retain firefighters facing layoff.
- **R&R Activity:** The R&R Activity offers grants to support applications to assist fire departments with the recruitment and retention of volunteer firefighters who are involved with or trained in the operations of firefighting and emergency response.

Each activity has its own application and eligibility requirements, as further outlined in [Appendix B – Programmatic Information and Priorities](#).

3. Other Eligibility Criteria

a. National Incident Management System (NIMS) Implementation

SAFER Program applicants are not required to comply with NIMS to apply for SAFER Program funding or to receive a SAFER Program award. Any applicant who receives an FY 2020 SAFER Program award must achieve the level of [NIMS compliance](#) required by the Authority Having Jurisdiction (AHJ) over the applicant’s emergency service operations (e.g., a local government), prior to the end of the grant’s period of performance.

4. Maintenance of Effort (MOE)

There is no MOE or minimum budget requirement for the FY 2020 SAFER Program.

5. Cost Share or Match

There is no cost share or match or position cost limit for the FY 2020 SAFER Program.

6. Economic Hardship Waivers

Because there is no minimum budget requirement, no cost share requirement, and no position cost limit, an economic hardship waiver process is not necessary. Therefore, no economic hardship waiver process applies to the FY 2020 SAFER Program.

D. Application and Submission Information

1. Key Dates and Times – all times listed are Eastern Time (ET):

Date Posted to Grants.gov:	February 1, 2021
Application Start Date:	February 8, 2021 at 8 a.m.
Application Submission Deadline:	March 12, 2021 at 5 p.m.

All applications must be received by the established deadline.

FEMA’s Grants Outcomes System (FEMA GO) automatically records proof of timely submission and the system generates an electronic date/time stamp when FEMA GO

successfully receives the application. The individual with the Authorized Organization Representative role that submitted the application will also receive the official date/time stamp and a FEMA GO tracking number in an email serving as proof of their timely submission. For additional information on how an applicant will be notified of application receipt, see the subsection titled “Timely Receipt Requirements and Proof of Timely Submission” in Section D of this NOFO.

FEMA will not review applications that are received after the deadline or consider these late applications for funding. FEMA may, however, extend the application deadline on request for any applicant who can demonstrate that good cause exists to justify extending the deadline. Good cause for an extension may include technical problems outside of the applicant’s control that prevent submission of the application by the deadline, other exigent or emergency circumstances, or statutory requirements for FEMA to make an award.

Applicants experiencing technical problems outside of their control must notify FEMA as soon as possible and before the application deadline. Failure to timely notify FEMA of the issue that prevented the timely filing of the application may preclude consideration of the award. “Timely notification” of FEMA means the following: prior to the application deadline and within 48 hours after the applicant became aware of the issue.

If applicants experience technical issues, they must notify the FEMA GO Helpdesk as soon as possible. The FEMA GO Helpdesk can be reached at (877) 585-3242 or by e-mail at femago@fema.dhs.gov. The FEMA GO Helpdesk is open Monday through Friday, 8 a.m. – 6 p.m. ET.

A list of FEMA contacts can be found in Section G of this NOFO, “DHS Awarding Agency Contact Information.” For programmatic or grants management questions, please contact your Program Analyst or Grants Management Specialist. If applicants do not know who to contact or if there are programmatic questions or concerns, please contact the SAFER Help Desk at (866) 274-0960 or by e-mail at firegrants@fema.dhs.gov. The SAFER Help Desk is open Monday through Friday, 8 a.m. – 4:30 p.m. ET.

Anticipated Funding Selection Date: **May 24, 2021**

Anticipated Award Date: Beginning on approximately **May 24, 2021** and continuing thereafter until all FY 2020 SAFER Program grant awards are issued (but no later than September 30, 2021).

Other Key Dates:

Event	Suggested Deadline for Completion
Obtaining DUNS Number	Four weeks before actual submission deadline
Obtaining a valid Employer Identification Number (EIN)	Eight weeks before actual submission deadline

Registering in or Updating SAM registration	Four weeks before actual submission deadline
Registering Organization in FEMA Grants Outcomes (FEMA GO) System	Prior to beginning application
Submitting complete application in FEMA GO	One week before actual submission deadline

2. Agreeing to Terms and Conditions of the Award

By submitting an application, the applicant agrees to comply with the requirements of this NOFO and the terms and conditions of its award, should the applicant receive an award.

3. Address to Request Application Package

The online FY 2020 SAFER Program application is only available via the SAFER Program’s FEMA GO application portal at <https://go.fema.gov>.

Note: Hard copies of the application are not available. However, the Telephone Device for the Deaf (TDD) and/or Federal Information Relay Service (FIRS) number available for this Notice is (800) 462-7585.

Content and Form of Application Submission

FEMA will process applications through FEMA GO. Application tutorials and Frequently Asked Questions (FAQs) explain the current SAFER Program, assist with the online grant application, and highlight lessons learned and changes for FY 2020. For more details, please visit the SAFER Program website at <https://www.fema.gov/grants/preparedness/firefighters/safer>.

DHS makes all funding opportunities available on the internet, accessible at <http://www.grants.gov>. If applicants experience difficulties accessing information or have any questions, please call the Grants.gov Contact Center at (800) 518-4726.

The Grants.gov website will direct applicants to FEMA GO, at <https://go.fema.gov>, which contains the online SAFER Program application. The online SAFER Program application incorporates all required forms.

FEMA GO will allow the applicant’s authorized representative(s) to log in and create their own account. This account is specific to the authorized user and must not be shared with other personnel. The FEMA GO account is separate from any previous accounts created in the eGrants system. Applicants can save, retrieve, update and revise their work through the end of the application period. The automated system does not allow applicants to submit incomplete applications. The system alerts applicants when required information has not been entered. Prior to final submission, an online application may be saved, retrieved, or edited up to the application deadline.

Note: FEMA GO will support only the most recent major release of the following browsers:

- Google Chrome
- Internet Explorer
- Mozilla Firefox
- Apple Safari
- Microsoft Edge

Users who attempt to use tablet type devices or other browsers may encounter issues with using FEMA GO.

NO APPLICATIONS WILL BE RELEASED BACK TO THE APPLICANT AFTER FINAL SUBMISSION

After the application period has ended, no changes can be made. There is no appeal process for inaccurate or incomplete information.

a. Standard Required Application Forms and Information

The following forms or information are required to be submitted via FEMA GO. The Standard Forms (SF) are also available at

<https://www.grants.gov/web/grants/forms/sf-424-family.html>.

- **SF-424, Application for Federal Assistance**
- **Grants.gov Lobbying Form, Certification Regarding Lobbying**
- **SF-424A, Budget Information (Non-Construction)**
- **SF-424B, Standard Assurances (Non-Construction)**
- **SF-LLL, Disclosure of Lobbying Activities**
- **Indirect Cost Agreement or Proposal** If the budget includes indirect costs, the applicant is required to have an indirect cost rate agreement or proposal. If the applicant does not have or is not required to have an indirect cost rate agreement or proposal, please see the “Funding Restrictions and Allowable Costs” section of this NOFO for further information regarding allowability of indirect costs and whether alternatives to an indirect cost rate agreement or proposal might be available, or contact the relevant FEMA staff identified in Section G of this NOFO, “DHS Awarding Agency Contact Information” for further instructions. However, indirect costs are not allowable under the Hiring Activity, so this only applies to the R&R Activity.

b. Program-Specific Required Forms and Information

For program-specific required and optional forms and information, please see the appendices to this NOFO.

4. Steps Required to Obtain a Unique Identifier, Register in the System for Award Management (SAM), and Submit an Application

Applying for an award under this program is a multi-step process and requires time to complete. Applicants are encouraged to register early as the registration process can take four weeks or more to complete. Therefore, registration should be done in sufficient time to ensure it does not impact your ability to meet required submission deadlines.

Please review the table above for estimated deadlines to complete each of the steps listed. Failure of an applicant to comply with any of the required steps before the deadline for submitting an application may disqualify that application from funding.

To apply for an award under this program, all applicants must:

- a. Apply for, update, or verify their Data Universal Numbering System (DUNS) number from Dun & Bradstreet and Employer Identification Number (EIN) from the Internal Revenue Service;
- b. In the application, provide a valid DUNS number, which is currently the unique entity identifier;
- c. Have an account with login.gov;
- d. Register for, update, or verify their SAM account and ensure the account is active before submitting the application;
- e. Register in FEMA GO, add the organization to the system, and establish the Authorized Organizational Representative (AOR). The organization's electronic business point of contact (EBiz POC) from the SAM registration may need to be involved in this step. For step-by-step instructions, *see* <https://www.fema.gov/media-library/assets/documents/181607>;
- f. Submit the complete application in FEMA GO; and
- g. Continue to maintain an active SAM registration with current information at all times during which it has an active federal award or an application or plan under consideration by a federal awarding agency. As part of this, applicants must also provide information on an applicant's immediate and highest-level owner and subsidiaries, as well as on all predecessors that have been awarded federal contracts or federal financial assistance within the past three years, if applicable.

Applicants are advised that FEMA may not make a federal award until the applicant has complied with all applicable DUNS and SAM requirements. Therefore, an applicant's SAM registration must be active not only at the time of application, but also during the application review period and when FEMA is ready to make a federal award. Further, applicants must maintain an active SAM registration with current information at all times during which the applicant has an active federal award or an application or plan under consideration by any federal awarding agency. If an applicant's SAM registration is expired at the time of application, expires during application review, or expires any other time before award, FEMA may determine that the applicant is not qualified to receive a federal award and use that determination as a basis for making a federal award to another applicant.

Per 2 C.F.R. § 25.110(c)(2)(ii), if an applicant is experiencing exigent circumstances that prevents it from receiving a DUNS number and completing SAM registration prior to receiving a federal award, the applicant must notify FEMA as soon as possible by contacting askcsid@fema.dhs.gov and providing the details of the circumstances that prevent completion of these requirements. If FEMA determines that there are exigent circumstances and FEMA has decided to make an award, the applicant will be required to obtain a DUNS number and complete SAM registration within 30 days of the federal award date.

Electronic Delivery

DHS is participating in the Grants.gov initiative to provide the grant community with a single site to find and apply for grant funding opportunities. DHS encourages or requires applicants to submit their applications online through Grants.gov, depending on the funding opportunity. For this funding opportunity, FEMA requires applicants to submit applications through FEMA GO.

5. How to Register to Apply

a. General Instructions

Registering and applying for an award under this program is a multi-step process and requires time to complete. Read the instructions below about registering to apply for FEMA funds. Applicants should read the registration instructions carefully and prepare the information requested before beginning the registration process. Reviewing and assembling the required information before beginning the registration process will alleviate last-minute searches for required information.

The registration process can take up to four weeks to complete. To ensure an application meets the deadline, applicants are advised to start the required steps well in advance of their submission.

Organizations must have a DUNS Number, EIN, and an active SAM registration.

b. Obtain a DUNS Number

All entities applying for funding, including renewal funding, must have a DUNS number from Dun & Bradstreet (D&B). Applicants must enter the DUNS number in the data entry field labeled "Organizational DUNS" on the SF-424 form.

For more detailed instructions for obtaining a DUNS number, refer to <https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html>.

Note: At some point, the DUNS Number will be replaced by a “new, non-proprietary identifier” requested in, and assigned by, SAM.gov. This new identifier is being called the Unique Entity Identifier (UEI), or the Entity ID. Grants.gov has begun preparing for this transition by educating users about the upcoming changes and updating field labels and references to the DUNS Number (the current identifier) within the Grants.gov system. Users should continue using the DUNS Number in UEI fields until further notice. To learn more about SAM’s rollout of the UEI, please visit <https://gsa.gov/entityid>.

c. Obtain Employer Identification Number

In addition to having a DUNS number, all entities applying for funding must provide an EIN. The EIN can be obtained from the IRS at <https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online>.

d. Create a login.gov account

Applicants must have a login.gov account in order to register with SAM or update their SAM registration. Applicants can create a login.gov account here:

https://secure.login.gov/sign_up/enter_email?request_id=34f19fa8-14a2-438c-8323-a62b99571fd3.

Applicants only have to create a login.gov account once. For applicants that are existing SAM users, use the same email address for the login.gov account as with SAM.gov so that the two accounts can be linked.

For more information on the login.gov requirements for SAM registration, refer to <https://www.sam.gov/SAM/pages/public/loginFAQ.jsf>.

e. Register with SAM

In addition to having a DUNS number, all organizations applying online through Grants.gov must register with SAM. Failure to register with SAM will prevent your organization from applying through Grants.gov. SAM registration must be renewed annually.

For more detailed instructions for registering with SAM, refer to

<https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html>.

Note: As a new requirement per 2 C.F.R. § 25.200, applicants must also provide the applicant’s immediate and highest-level owner, subsidiaries, and predecessors that have been awarded federal contracts or federal financial assistance within the last three years, if applicable.

f. Additional SAM Reminders

Existing SAM.gov account holders should check their account to make sure it is “ACTIVE.” SAM registration should be completed at the very beginning of the application period and should be renewed annually to avoid being “INACTIVE.” **Please allow plenty of time before the grant application submission deadline to obtain a DUNS number and then to register in SAM. It may be four weeks or more after an applicant submits the SAM registration before the registration is active in SAM, and then it may be an additional 24 hours before FEMA’s system recognizes the information.**

It is imperative that the information applicants provide is correct and current. Please ensure that your organization’s name, address, DUNS number, and EIN are up to date in SAM and that the DUNS number used in SAM is the same one used to apply for all other FEMA awards. Payment under any FEMA award is contingent on the recipient’s having a current SAM registration.

Help with SAM

The SAM quick start guide for new recipient registration and SAM video tutorial for

new applicants are tools created by the General Services Administration (GSA) to assist those registering with SAM. If applicants have questions or concerns about a SAM registration, please contact the Federal Support Desk at <https://www.fsd.gov/fsd-gov/home.do>, or call toll free at (866) 606-8220, Monday through Friday, 8 a.m. – 8 p.m. ET.

g. Register in FEMA GO, Add the Organization to the System, and Establish the AOR

Applicants must register in FEMA GO and add their organization to the system. The organization's electronic business point of contact (EBiz POC) from the SAM registration may need to be involved in this step. For step-by-step instructions, see <https://www.fema.gov/media-library/assets/documents/181607>.

Note: FEMA GO will support only the most recent major release of the following browsers:

- Google Chrome
- Internet Explorer
- Mozilla Firefox
- Apple Safari
- Microsoft Edge

Users who attempt to use tablet type devices or other browsers may encounter issues with using FEMA GO.

6. Timely Receipt Requirements and Proof of Timely Submission

All applications must be completed in FEMA GO and received by **March 12, 2021** at 5 p.m. ET. FEMA GO automatically records proof of timely submission and the system generates an electronic date/time stamp when FEMA GO successfully receives the application. The individual with the Authorized Organization Representative role that submitted the application will also receive the official date/time stamp and a FEMA GO tracking number in an email serving as proof of their timely submission on the date and time that FEMA GO received the application. Applications received by FEMA GO after the established due date for applications will be considered late and will not be considered for funding.

Applicants who experience system-related issues will be addressed until 3 p.m. ET on the date applications are due. No new system-related issues will be addressed after this deadline.

Applicants using slow internet connections, such as dial-up connections, should be aware that transmission can take some time before FEMA GO receives your application. FEMA GO will provide either an error message or a successfully received transmission in the form of an email sent to the AOR that submitted the application. The FEMA GO Support Center reports that some applicants end the transmission because they think that nothing is occurring during the transmission process. Do not do this. It may cause your application to fail to be submitted and consequently not be considered for funding. Please

be patient and give the system time to process the application.

7. Intergovernmental Review

An intergovernmental review may be required. Applicants must contact their State's Single Point of Contact (SPOC) to comply with the State's process under Executive Order 12372 (<https://www.archives.gov/federal-register/codification/executive-order/12372.html>; ; https://www.whitehouse.gov/wp-content/uploads/2020/01/spoc_1_16_2020.pdf).

8. Funding Restrictions and Allowable Costs

All costs charged to awards covered by this NOFO must comply with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements at 2 C.F.R. Part 200, unless otherwise indicated in the NOFO, or the terms and conditions of the award. This includes, among other requirements, that costs must be incurred, and products and services must be delivered, within the period of performance of the award. *See* 2 C.F.R. § 200.403(h) (referring to budget periods, which for FEMA awards under this program is the same as the period of performance).

In general, the Cost Principles establish standards for the allowability of costs, provide detailed guidance on the cost accounting treatment of costs as direct or administrative costs, and set forth allowability principles for selected items of cost. More specifically, except as otherwise stated in this NOFO, the terms and condition of an award, or other program materials, costs charged to awards covered by this NOFO must be consistent with the Cost Principles for Federal Awards located at 2 C.F.R. Part 200, Subpart E. In order to be allowable, all costs charged to a FEMA award or applied to the cost share must be reasonable in nature and amount and allocable to the particular FEMA award.

Additionally, all costs charged to awards must comply with the grant program's applicable statutes, policies, requirements in this NOFO as well as with the terms and conditions of the award. If FEMA staff identify costs that are inconsistent with any of these requirements, these costs may be disallowed, and FEMA may recover funds as appropriate, consistent with applicable laws, regulations, and policies.

As part of those requirements, grant recipients and subrecipients may only use federal funds or funds applied to a cost share for the purposes set forth in this NOFO and the terms and conditions of the award, and those costs must be consistent with the statutory authority for the award.

Grant funds may not be used for matching funds for other federal grants/cooperative agreements, lobbying, or intervention in federal regulatory or adjudicatory proceedings. In addition, federal funds may not be used to sue the federal government or any other government entity.

Additionally, federal employees are prohibited from serving in any capacity (paid or unpaid) on the development of any proposal submitted under this program.

In addition to the subsections below, please see [Appendix B – Programmatic Information and Priorities, section E. Restrictions on Use of Award Funds](#) for additional information on funding restrictions and allowable costs.

a. Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services

Recipients and subrecipients of FEMA federal financial assistance are subject to the prohibitions described in section 889 of the [John S. McCain National Defense Authorization Act for Fiscal Year 2019 \(FY 2019 NDAA\)](#), Pub. L. No. 115-232 (2018) and 2 C.F.R. §§ 200.216, 200.326, 200.471, and Appendix II to 2 C.F.R. Part 200. Beginning August 13, 2020, the statute – as it applies to FEMA recipients, subrecipients, and their contractors and subcontractors – prohibits obligating or expending federal award funds on certain telecommunications and video surveillance products and contracting with certain entities for national security reasons.

Please refer to the [Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services \(Interim\)](#) for additional guidance.

Effective August 13, 2020, FEMA recipients and subrecipients **may not** use any FEMA funds under open or new awards to:

- (1) Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
- (2) Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system; or,
- (3) Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

i. Replacement Equipment and Services

FEMA grant funding may be permitted to procure replacement equipment and services impacted by this prohibition, provided the costs are otherwise consistent with the requirements of the NOFO.

ii. Definitions

Per section 889(f)(2)-(3) of the FY 2019 NDAA and 2 C.F.R. § 200.216, covered telecommunications equipment or services means:

- i. Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities);

- ii. For the purpose of public safety, security of Government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities);
- iii. Telecommunications or video surveillance services provided by such entities or using such equipment; or,
- iv. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the People's Republic of China.

Examples of the types of products covered by this prohibition include phones, internet, video surveillance, and cloud servers when produced, provided, or used by the entities listed in the definition of "covered telecommunications equipment or services." See 2 C.F.R. § 200.471.

b. Construction

Construction costs are *not eligible* under the SAFER Program. Construction includes major alterations to a building that changes the profile or footprint of the structure. Modifications to facilities activities described in [Appendix B – Programmatic Information and Priorities, section F. Funding Priorities](#) are not considered construction costs for purposes of general award cost categorization and may be eligible. However, modifications to facilities activities might be considered "construction" for purposes of applicable procurement under grants requirements or environmental protection and historic preservation purposes.

c. Pre-award Costs

Only costs incurred during the period of performance are allowable. However, recipients of an R&R Activity award may be reimbursed for grant writer fees. See also [Appendix C – Award Administration Information](#) for further information regarding grant writer fees and the "[Additional Information](#)" section of this NOFO for general procurement under grants requirements.

d. Award Limits

There is no maximum award amount for awards made under the FY 2020 SAFER Program.

e. Management and Administration (M&A) Costs

M&A expenses should be based only on actual expenses or known contractual costs; requests that are simple percentages of the award, without supporting justification, will not be allowed or considered for reimbursement. Salaries and fringe benefits for personnel directly supporting the grant are not required to be included in the M&A budget line item. No more than 3 percent of the federal share of SAFER Program

funds awarded may be expended by the recipient for M&A for purposes associated with the SAFER Program award. M&A costs are not eligible under the Hiring Activity.

f. Indirect Facilities & Administrative (F&A) Costs

Indirect costs are allowable only under the R&R Activity under this program and as described in 2 C.F.R. Part 200, including 2 C.F.R. § 200.414. Applicants with a current negotiated indirect cost rate agreement that desire to charge indirect costs to an award must provide a copy of their negotiated indirect cost rate agreement at the time of application. Not all applicants are required to have a current negotiated indirect cost rate agreement. Applicants that are not required by 2 C.F.R. Part 200 to have a negotiated indirect cost rate agreement but are required by 2 C.F.R. Part 200 to develop an indirect cost rate proposal must provide a copy of their proposal at the time of application. Applicants who do not have a current negotiated indirect cost rate agreement (including a provisional rate) and wish to charge the de minimis rate must reach out to FireGrants@fema.dhs.gov for further instructions. Applicants who wish to use a cost allocation plan in lieu of an indirect cost rate must also reach out to FireGrants@fema.dhs.gov for further instructions. Post-award requests to charge indirect costs will be considered on a case-by-case basis and based upon the submission of an agreement or proposal as discussed above or based upon on the de minimis rate or cost allocation plan, as applicable. Indirect costs are not allowable under the Hiring Activity.

9. Environmental and Historical Preservation (EHP)

As a federal agency, DHS/FEMA is required to consider the effects of its actions on the environment and historic properties to ensure that all activities and programs funded by the agency, including grant-funded projects, comply with Federal EHP regulations, laws, Executive Orders, regulations, and policies, as applicable.

Recipients proposing projects that have the potential to impact the environment, including but not limited to modification or renovation of existing buildings, structures, and facilities, must participate in the DHS/FEMA EHP review process. The EHP review process involves the submission of a screening form that includes a detailed project description that explains the goals and objectives of the proposed project along with supporting documentation, so that DHS/FEMA may determine whether the proposed project has the potential to impact environmental resources and/or historic properties. In some cases, DHS/FEMA may also be required to consult with other regulatory agencies and the public in order to complete the review process. Federal law requires EHP review to be completed before federal funds are released to carry out proposed projects. Grant recipients must receive confirmation of a completed EHP review prior to beginning project activities. FEMA may not be able to fund projects that are not in compliance with applicable EHP laws, Executive Orders, regulations, and policies.

Applicants may attach the optional EHP form during the application period for the project(s) they wish to pursue; however, it does not guarantee award. Once the awards are announced, it is the responsibility of the grant recipients to supply the required

EHP form at that time to DHS/FEMA, if they have not submitted already during the application period. Applicants can only proceed with their project(s) once the EHP review is completed and approved. DHS/FEMA may notify grant recipients via email if EHP review is required and will provide instructions on how to comply.

DHS and FEMA EHP policy is found in directives and instructions available on the [FEMA.gov EHP page](#), the FEMA website page that includes documents regarding EHP responsibilities and program requirements, including implementation of the National Environmental Policy Act and other EHP regulations and Executive Orders.

Additionally, all SAFER Program recipients are required to comply with FEMA GPD EHP Policy Guidance. FEMA Policy # 108-023-1, [Environmental Planning and Historic Preservation Policy Guidance](#).

SAFER Program applications that involve the installation of supplies/equipment not specifically excluded from a FEMA EHP Review, per the GPD Programmatic Environmental Assessment (PEA), such as ground-disturbing activities, or modification/renovation of existing buildings or structures, will require an EHP review. Some equipment activities will require an EHP review as well. Such activities include but are not limited to the installation of:

- Building renovations such as removal of wall or installation of electrical or water lines
- Training/exercises in natural settings such as rope or swift water
- LED Signs; and
- Any scope of work that involves ground disturbances

The following activities would not require the submission of the FEMA EHP Screening Form:

- Planning and development of policies or processes;
- Management, administrative or personnel actions;
- Classroom-based training;
- Acquisition of mobile and portable equipment (not involving installation) on or in a building and does not require a storage area to be constructed; and
- Purchase of Personal Protective Equipment (PPE) and/or SCBA.

E. Application Review Information

1. Application Evaluation Criteria

a. Programmatic Criteria

Funding priorities and programmatic criteria for evaluating SAFER Program applications are established by FEMA based on the recommendations from the Criteria Development Panel (CDP). Each year, FEMA convenes a panel of fire

service professionals to develop funding priorities for the SAFER Program. The panel makes recommendations about funding priorities as well as developing criteria for awarding grants.

The **nine major fire service organizations** represented on the panel are:

- International Association of Fire Chiefs
- International Association of Fire Fighters
- National Volunteer Fire Council
- National Fire Protection Association
- National Association of State Fire Marshals
- International Association of Arson Investigators
- International Society of Fire Service Instructors
- North American Fire Training Directors; and
- Congressional Fire Service Institute

The CDP is charged with making recommendations to FEMA regarding the creation or modification of previously established funding priorities as well as developing criteria for awarding grants. The content of this NOFO reflects implementation of the CDP's recommendations with respect to the priorities, direction, and criteria for awards.

FEMA will rank all complete and submitted applications based on how well they match the program priorities for the type of activity. Answers to the application's activity specific questions provide information used to determine each application's ranking.

b. Financial Integrity Criteria

Prior to making a federal award, FEMA is required by 31 U.S.C. § 3354, as amended by the Payment Integrity Information Act of 2019, Pub. L. No. 116-117 (2020); 41 U.S.C. § 2313; and 2 C.F.R. § 200.206 to review information available through any Office of Management and Budget (OMB)-designated repositories of government-wide eligibility qualification or financial integrity information, including whether the applicant is suspended or debarred. FEMA may also pose additional questions to the applicant to aid in conducting the pre-award risk review. Therefore, application evaluation criteria may include the following risk-based considerations of the applicant:

- i. Financial stability;
- ii. Quality of management systems and ability to meet management standards;
- iii. History of performance in managing federal award;
- iv. Reports and findings from audits; and
- v. Ability to effectively implement statutory, regulatory or other requirements.

c. Supplemental Financial Integrity Review

Prior to making a federal award where the anticipated federal share of a federal award will be greater than the simplified acquisition threshold (currently \$250,000):

- i. FEMA is required to review and consider any information about the applicant, including information on the applicant's immediate and highest-level owner, subsidiaries, and predecessors, if applicable, that is the designated integrity and performance system accessible through SAM, which is currently the Federal Awardee Performance and Integrity Information System (FAPIIS).
- ii. An applicant, at its option, may review information in FAPIIS and comment on any information about itself that a federal awarding agency previously entered.
- iii. FEMA will consider any comments by the applicant, in addition to the other information in FAPIIS, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants, as described in 2 C.F.R. § 200.206.

2. Review and Selection Process

SAFER Program applications are reviewed through a multi-phase process. All applications are electronically pre-scored and ranked based on how well they align with the funding priorities outlined in this NOFO. Applications are then scored competitively by no less than three members of a Peer Review Panel.

Applications with the highest score rankings per activity will also be evaluated through a series of internal FEMA review processes for completeness, adherence to programmatic guidelines, technical feasibility, costs/quantities, and anticipated effectiveness of the proposed project(s). Below is the process by which applications will be reviewed:

i. Pre-scoring Process

The application undergoes an electronic pre-scoring process based on established program priorities listed in [Appendix B – Programmatic Information and Priorities](#) and answers to activity-specific questions within the online application. Application Narratives are not reviewed during pre-score process. “Request Details” and “Budget” information should comply with program guidance and statutory funding limitations. The pre-score is 50 percent of the total application score under the Hiring Activity and 30 percent of the total application score under the R&R Activity.

ii. Peer Review Panel Process

All applications will be evaluated by the Peer Review Panel process. A panel of peer reviewers is comprised of fire service representatives recommended by the CDP. Peer reviewers will assess the merits of each application based on the narrative statement on the requested activity. The evaluation elements listed in the “Narrative Evaluation Criteria” below will be used to calculate the narrative's score for each activity requested. Panelists will independently score each

requested activity within the application, discuss the merits and/or shortcomings of the application with his or her peers, and document the findings. A consensus is not required. The panel score is 50 percent of the total application score under the Hiring Activity and 70 percent of the total application score under the R&R Activity.

iii. Technical Evaluation Process (TEP)

The highest ranked projects from both activities will be considered within the fundable range. Applications that are in the fundable range will undergo a Technical Review by the FEMA Program Office prior to being recommended for award. The FEMA Program Office will assess the request with respect to costs, quantities, feasibility, eligibility, and recipient responsibility prior to recommending any application for award.

Once the TEP is complete, each application's cumulative score will be determined, and a final ranking of applications will be created. FEMA will award grants based on this final ranking and the ability to meet statutorily required funding limitations outlined in [Appendix B - Programmatic Information and Priorities, section E. Restrictions on Use of Award Funds.](#)

3. Narrative Evaluation Criteria

The Narrative Statement of the application must provide specific details about the activity for which applicants seek funding, including budget details. The weighted evaluation criteria used by the peer reviewers in the determination of the grant award, as described below, make up the elements of the Narrative Statement score. FEMA reviews and compares applications for duplication. Therefore, all elements of the Narrative Statements must be original.

The Narrative Statements blocks do not allow for formatting. Do not type the Narrative Statements using only capital letters. Additionally, do not include tables, special characters or fonts (e.g., quotation marks, bullets), or graphs. Space for the Narrative Statement is limited. While each element must have a minimum of 200 characters, the maximum amount of characters varies based on the questions being asked. Once the Narrative Statement is saved to the online application, log-out and then log back into the application to verify that the information was successfully saved.

Peer Review Panelists will evaluate and score each activity based on the following narrative elements within each activity.

I. Hiring Activity

The panel score is 50 percent of the total application score.

a. Project Description (30 percent):

- Why does the department need the positions requested in this application?

- How will the positions requested in this application be used within the department (e.g., fourth firefighter on engine, open a new station, eliminate browned out stations, reduce overtime)?
- What specific services will the requested positions provide to the fire department and community?
- How will funds awarded through this grant enhance the department's ability to protect critical infrastructure within the primary response area?

b. Impact on Daily Operations (30 percent):

- How are the community and the current firefighters employed by the department at risk without the positions requested in this application?
- How will that risk be reduced if awarded?

c. Financial Need (30 percent):

- Provide an income versus expenses breakdown of the current annual budget.
- Describe the department's budget shortfalls and inability to address financial needs without federal assistance.
- Describe what other actions the department has taken to obtain funding elsewhere (e.g. state assistance programs, other grant programs).
- Discuss how the critical functions of the department are affected without this funding.

d. Cost Benefit (10 percent): Describe the benefits (e.g., quantifying the anticipated savings and/or efficiencies) the department and community will realize if awarded the positions requested in this application.

II. R&R Activity (Fire Departments)

The panel score is 70 percent of the total application score.

a. Project Description (30 percent):

- Describe the problems and issues the department is experiencing in recruiting new volunteer firefighters.
- Describe the problems and issues the department is experiencing in retaining current members.
- Describe the implementation plan, including the goals, objectives, methods, specific steps, and timelines to directly address the identified problems or issues.
- Describe the current marketing plan already in place or the marketing program to be put in place with grant funds.
- Describe how the program will be evaluated for its impact on identified recruitment and retention problems and issues. How will the overall effectiveness of the grant will be measured?
- Describe the specific services the new volunteer firefighters and/or retention of current volunteer firefighters will provide for the fire department(s) and community.

- If the grant request will have a regional impact, discuss how the regional partners will benefit and which activities they will benefit from.

b. Impact on Daily Operations (30 percent):

- Describe how the community and current volunteer firefighters in the department are at risk without the items or activities requested in this application.
- Describe how that risk will be reduced if awarded funding.
- Explain the impact the recruitment of new volunteer firefighters and/or the retention of current volunteer firefighters will have on the department's NFPA compliance.

c. Financial Need (30 percent):

- Provide an income versus expenses breakdown of the department's current annual budget.
- Describe the department's budget shortfalls and its inability to address financial needs without federal assistance.
- Describe what other actions the department has taken to obtain funding elsewhere (e.g., state assistance programs, other grant programs), and how similar projects have been funded in the past.
- Discuss how the critical functions of the department are affected without this funding.

d. Cost Benefit (10 percent): Describe the benefits (e.g., quantifying the anticipated savings and/or efficiencies) the department and community will realize if awarded the items or activities requested in this application.

III. R&R Activity (National, state, local, or federally recognized tribal volunteer firefighters interest organizations)

The panel score is 70 percent of the total application score.

a. Project Description (30 percent):

- Describe the problems and issues the fire departments that the organization will be reaching with this grant are experiencing in recruiting new volunteer firefighters.
- Describe the problems and issues the same departments are experiencing in retaining current members.
- Describe the organization's implementation plan, including the goals, objectives, methods, specific steps, and timelines to directly address the problems or issues identified.
- Describe the current marketing plan already in place, or the marketing program to be put in place with grant funds.
- Describe how the program will be evaluated for its impact on the identified recruitment and retention problems and issues of the fire departments participating in this grant. Describe how the overall effectiveness of the grant will be measured.

- Describe the specific services the new volunteer firefighters and/or retention of current volunteer firefighters will provide for the fire departments participating in this application and their respective communities.
- Describe the organization’s procurement practices and the timelines outlining the chronological steps to complete the activities requested in this application.

b. Impact on Daily Operations (30 percent):

- Describe how the fire departments participating in this application and their current volunteer firefighters and communities are at risk without the items or activities requested in this application.
- Explain how that risk will be reduced if awarded funding.
- Describe the impact that the recruitment of new volunteer firefighters and/or the retention of current volunteer firefighters will have on the NFPA compliance of the fire departments participating in this application.

c. Financial Need (30 percent):

- Provide an income versus expenses breakdown of the current annual budget.
- Describe the organization’s budget shortfalls and the inability to address the financial needs without federal assistance.
- Describe the other actions the organization has taken to obtain funding elsewhere (e.g. state assistance programs, other grant programs), and how similar projects have been funded in the past.
- Discuss how the critical functions of the organization are affected without this funding.

d. Cost Benefit (10 percent):

- Describe the benefits (e.g., quantifying the anticipated savings and/or efficiencies) the fire departments participating in this application and their communities will realize if awarded the items or activities requested in this application.

F. Federal Award Administration Information

In addition to the language here, please see [Appendix C – Award Administration Information](#) to this NOFO for additional award administration information.

1. Notice of Award

Before accepting the award, the recipient should carefully read the award package. The award package includes instructions on administering the grant award and the terms and conditions associated with responsibilities under federal awards. Recipients must accept all conditions in this NOFO as well as any specific terms and conditions in the Notice of Award to receive an award under this program.

FEMA will provide the federal award package to the applicant electronically via FEMA GO. Award packages include an Award Letter, Summary Award Memo, Agreement

Articles, and Obligating Document. An email notification of the award package will be sent through FEMA's grant application system to the AOR that submitted the application. Recipients must accept their awards no later than 30 days from the award date. The recipient shall notify FEMA of its intent to accept and proceed with work under the award through the FEMA GO system.

Funds will remain on hold until the recipient accepts the award through the FEMA GO system and all other conditions of the award have been satisfied or until the award is otherwise rescinded. Failure to accept a grant award within the specified timeframe may result in a loss of funds. Recipients may request additional time to accept the award if needed.

2. Period of Performance Guidance

a. Hiring Activity

- The period of performance is 36 months for all grants awarded under this activity.
- A default 180-day recruitment period begins when FEMA approves an application for an award under this activity.
- The 36-month period of performance automatically starts after the 180-day recruitment period, regardless of whether the recipient has successfully hired the requested firefighters. The period of performance cannot start later than 180 days after the award date.
- If a recipient is able to hire all SAFER Program-funded firefighters during the 180-day recruitment period, the period of performance may begin at that time. However, in these instances, recipients must submit an amendment requesting that the period of performance start before the end of the 180-day recruitment period if they wish to begin the period early.

b. R&R Activity

- The period of performance is 12, 24, 36, or 48 months for all grants awarded under this activity.
- A default 90-day recruitment period begins when FEMA approves the application for award. This period allows each recipient time to gather resources, initiate processes, and finalize contracts needed to implement SAFER Program activities before the start of the period of performance in order to maximize the funding's availability. However, the recipient can only expend funds within the period of performance.
- If a recipient is able to begin its recruitment or retention activities during the 90-day recruitment period, the period of performance may begin at that time. However, in these instances, recipients must submit an amendment requesting that the period of performance start before the end of the 90-day recruitment period if they wish to begin the period early.
- The period of performance automatically starts after the 90-day recruitment period ends, regardless of whether the recipient has begun implementing its grant award. The period of performance cannot start later than 90 days after the award date.

3. Differences Between Application Request and Award

During the review process for a SAFER Program award, FEMA may have modified the application request(s). These modifications will be identified in the award package provided upon the offer of an award. If the awarded activities, scope of work, or requested dollar amount(s) do not match the application as submitted, the recipient shall only be responsible for completing the activities actually funded by FEMA. The recipient is under no obligation to start, modify, or complete any activities requested but not funded by the award. The award package will identify any differences under the approved scope of work section.

4. Turndown Notifications

FEMA GO will provide all applicants who do not receive an FY 2020 SAFER Program award with a turndown notification.

5. Administrative and National Policy Requirements

In addition to the requirements of in this section and in this NOFO, FEMA may place specific terms and conditions on individual awards in accordance with 2 C.F.R. Part 200.

DHS Standard Terms and Conditions

All successful applicants for all DHS grant and cooperative agreements are required to comply with DHS Standard Terms and Conditions, which are available online at: [DHS Standard Terms and Conditions](#). The applicable DHS Standard Terms and Conditions will be those in effect at the time in which the award was made.

Before accepting the award, the AOR should carefully read the award package for instructions on administering the grant award and the terms and conditions associated with responsibilities under Federal Awards. Recipients must accept all conditions in this NOFO as well as any special terms and conditions in the Notice of Award to receive an award under this program. By submitting an application, applicants are deemed to have accepted all of the conditions in this NOFO as well.

6. Reporting

Recipients are required to submit various financial and programmatic reports as a condition of their award acceptance. Future awards and funds drawdown may be withheld if these reports are delinquent. Recipients should keep detailed records of all transactions involving the grant. FEMA may at any time request copies of purchasing documentation along with copies of cancelled checks or other proof of payment documentation for verification.

7. Federal Financial Reporting Requirements

The Federal Financial Report Form (SF-425) and instructions are available at the following site: [SF-425 OMB #4040-0014](#).

a. Federal Financial Reports (FFR)

Recipients of SAFER Program grants are required to submit an FFR (SF-425) on a semi-annual basis. The FFR is to be submitted using the online FEMA GO based on

the calendar year beginning with the period after the start of the period of performance. Grant recipients are required to submit an FFR throughout the entire period of performance of the grant.

Reports are due:

1. No later than July 30 (for the period January 1 – June 30)
2. No later than January 30 (for the period July 1 – December 31)
3. Within 120 days after the end of the period of performance

b. Program Performance Reporting Requirements

The recipient is responsible for completing and submitting a Programmatic Performance Report (PPR) using FEMA GO. The PPR is due every three months after the start of the grant’s period of performance, and thereafter until the period of performance ends.

The PPR should include the following:

1. A brief narrative of overall project(s) status;
2. A summary of project expenditures;
3. A description of any potential issues that may affect project completion; and
4. Other information specific to the Activities awarded.

c. Closeout Reporting Requirements

Within 120 days after the end of the period of performance, recipients must liquidate all financial obligations and submit a final FFR (SF-425) and a final PPR (within the closeout module in FEMA GO) detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance. The closeout tutorial may be found at <https://www.fema.gov/grants/preparedness/firefighters/closeout-report-tutorial>.

In addition, any recipient that issues subawards to any subrecipient is responsible for closing out those subawards as described in 2 C.F.R. § 200.344; subrecipients are still required to submit closeout materials within 90 days of the period of performance end date. Recipients must ensure that they complete the closeout of their subawards in time to submit all necessary documentation and information to DHS/FEMA during the closeout of their prime grant award.

After the final SF-425 and final performance reports have been reviewed and approved by FEMA, a Closeout Notice will be completed to close out the grant. The notice will indicate the period of performance as closed, list any remaining funds that will be deobligated, and address the requirement of maintaining the grant records for a minimum of three years from the date of the final FFR (SF- 425). The record retention period may be longer, such as due to an audit or litigation, for equipment or real property used beyond the period of performance, or due to other circumstances outlined in 2 C.F.R. § 200.334.

The recipient is responsible for returning any federal funds that they have liquidated

but remain unobligated by the recipient. Information on how to return funds to FEMA is available at <https://www.fema.gov/about/payment>.

d. Administrative Closeout

Administrative closeout is a mechanism for FEMA to unilaterally move forward with closeout of a grant award using available grant award information in lieu of final reports from the recipient per 2 C.F.R. § 200.344(h)-(i). It is a last resort available to FEMA, and if FEMA needs to administratively close an award, this may negatively impact a recipient's ability to obtain future funding. This mechanism can also require FEMA to make cash or cost adjustments and ineligible cost determinations based on the information it has, which may result in identifying a debt owed to FEMA by the recipient.

When a recipient is not responsive to FEMA's reasonable efforts to collect required reports needed to complete the standard closeout process, FEMA is required under 2 C.F.R. § 200.344(h) to start the administrative closeout process within the regulatory timeframe. FEMA will make at least three written attempts to collect required reports before initiating administrative closeout. If the recipient does not submit all required reports in accordance with 2 C.F.R. § 200.344, this NOFO, and the terms and conditions of the award, FEMA must proceed to administratively close the award with the information available within one year of the period of performance end date. Additionally, if the recipient does not submit all required reports within one year of the period of performance end date, per 2 C.F.R. § 200.344(i), FEMA must report in FAPIIS the recipient's material failure to comply with the terms and conditions of the award.

If FEMA administratively closes an award where no final FFR has been submitted, FEMA uses that administrative closeout date in lieu of the final FFR submission date as the start of the record retention period under 2 C.F.R. § 200.334.

In addition, if an award is administratively closed, FEMA may decide to impose remedies for noncompliance per 2 C.F.R. § 200.339, consider this information in reviewing future award applications, or apply special conditions to existing or future awards.

e. Additional Reporting Requirements

i. Disclosing Information per 2 C.F.R. § 180.335

This reporting requirement pertains to disclosing information related to government-wide suspension and debarment requirements. Before a recipient enters into a grant award with FEMA, the recipient must notify FEMA if it knows if it or any of the recipient's principals under the award fall under one or more of the four criteria listed at 2 C.F.R. § 180.335:

- Are presently excluded or disqualified;
- Have been convicted within the preceding three years of any of the offenses listed in 2 C.F.R. § 180.800(a) or had a civil judgment rendered against it or

any of the recipient's principals for one of those offenses within that time period;

- Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses listed in 2 C.F.R. § 180.800(a); or,
- Have had one or more public transactions (federal, state, or local) terminated within the preceding three years for cause or default.

At any time after accepting the award, if the recipient learns that it or any of its principals falls under one or more of the criteria listed at 2 C.F.R. § 180.335, the recipient must provide immediate written notice to FEMA in accordance with 2 C.F.R. § 180.350.

ii. Reporting of Matters Related to Recipient Integrity and Performance

Per 2 C.F.R. Part 200, and [Appendix B – Programmatic Information and Priorities](#), the additional post-award reporting requirements in 2 C.F.R. Part 200, Appendix XII may apply to applicants who, if upon becoming recipients, have a total value of currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies that exceeds \$10 million for any period of time during the period of performance of an award under this funding opportunity.

Recipients that meet these criteria must maintain current information reported in FAPIIS about civil, criminal, or administrative proceedings described in paragraph 2 of Appendix XII at the reporting frequency described in paragraph 4 of Appendix XII.

iii. Single Audit Report

For audits of fiscal years beginning on or after December 26, 2014, recipients that expend \$750,000 or more from all federal funding sources during their fiscal year are required to submit an organization-wide financial and compliance audit report, also known as the single audit report.

The audit must be performed in accordance with the requirements of U.S. Government Accountability Office's (GAO) Government Auditing Standards, located at <https://www.gao.gov/yellowbook/overview>, and the requirements of Subpart F of 2 C.F.R. Part 200, located at <http://www.ecfr.gov/cgi-bin/text-idx?node=sp2.1.200.f>.

7. Monitoring and Oversight

Per 2 C.F.R. § 200.337, FEMA, through its authorized representatives, has the right, at all reasonable times, to make site visits or conduct desk reviews to review project accomplishments and management control systems to review award progress and to provide any required technical assistance. During site visits or desk reviews, FEMA will review recipients' files related to the award. As part of any monitoring and program evaluation activities, recipients must permit FEMA, upon reasonable notice, to review

grant-related records and to interview the organization's staff and contractors regarding the program. Recipients must respond in a timely and accurate manner to FEMA requests for information relating to the award.

Grant recipients will be monitored periodically by FEMA staff, both programmatically and financially, to ensure that the project goals, objectives, performance requirements, timelines, milestones, budgets, and other related program criteria are being met. Monitoring may be accomplished through either a desk-based review or on-site monitoring visits, or both. Monitoring will involve the review and analysis of the financial, programmatic, performance, compliance, and administrative processes and policies, activities, and other attributes of each federal assistance award and will identify areas where technical assistance, corrective actions, and other support may be needed.

The recipient is responsible for monitoring all subaward activities to ensure compliance with federal and state laws, regulations, and guidance. Responsibilities include the accounting of receipts and expenditures, cash management, maintaining of adequate financial records, reporting and refunding expenditures disallowed by audits, monitoring, or other assessments and reviews.

Recipients should keep detailed records of all transactions involving the grant. FEMA may at any time request copies of purchasing documentation along with copies of cancelled checks or other adequate payment documentation for verification.

G. DHS Awarding Agency Contact and Resource Information

1. SAFER Application Guidance Documents

Guidance documents such as application tutorials, Self-Evaluation Guides, and FAQs are provided to further explain the current SAFER Program, assist with the online grant application, and highlight lessons learned and changes for FY 2020. For more details, please visit the SAFER Program website at <https://www.fema.gov/grants/preparedness/firefighters/safer>.

2. SAFER Help Desk

The SAFER Help Desk provides technical assistance to applicants for the online completion and submission of applications into FEMA GO, answers questions concerning applicant eligibility and recipient responsibilities, and helps in the programmatic administration of awards. The SAFER Help Desk can be contacted at (866) 274-0960 or by email at FireGrants@fema.dhs.gov. Normal hours of operation are Monday through Friday, 8 a.m. to 4:30 p.m. ET.

3. Environmental Planning and Historic Preservation

GPD's EHP Team provides guidance and information about the EHP review process to recipients and subrecipients. All inquiries and communications about GPD projects under this NOFO or the EHP review process, including the submittal of EHP review materials, should be sent to gpdehpinfo@fema.dhs.gov.

4. FEMA GO System Information

For technical assistance with the FEMA GO system, please contact the FEMA GO Help Desk at (877) 585-3242, Monday through Friday, 8 a.m. to 6 p.m. ET.

H. Additional Information

1. Termination Provisions

FEMA may terminate a federal award in whole or in part for one of the following reasons. FEMA and the recipient must still comply with closeout requirements at 2 C.F.R. §§ 200.344-200.345 even if an award is terminated in whole or in part. To the extent that subawards are permitted under this NOFO, pass-through entities should refer to 2 C.F.R. § 200.340 for additional information on termination regarding subawards.

a. Noncompliance

If a recipient fails to comply with the terms and conditions of a federal award, FEMA may terminate the award in whole or in part. If the noncompliance can be corrected, FEMA may first attempt to direct the recipient to correct the noncompliance. This may take the form of a Compliance Notification. If the noncompliance cannot be corrected or the recipient is non-responsive, FEMA may proceed with a Remedy Notification, which could impose a remedy for noncompliance per 2 C.F.R. § 200.339, including termination. Any action to terminate based on noncompliance will follow the requirements of 2 C.F.R. §§ 200.341-200.342 as well as the requirement of 2 C.F.R. § 200.340(c) to report in FAPIIS the recipient's material failure to comply with the award terms and conditions. See also the section on Actions to Address Noncompliance in this NOFO.

b. With the Consent of the Recipient

FEMA may also terminate an award in whole or in part with the consent of the recipient, in which case the parties must agree upon the termination conditions, including the effective date, and in the case of partial termination, the portion to be terminated.

c. Notification by the Recipient

The recipient may terminate the award, in whole or in part, by sending written notification to FEMA setting forth the reasons for such termination, the effective date, and in the case of partial termination, the portion to be terminated. In the case of partial termination, FEMA may determine that a partially terminated award will not accomplish the purpose of the federal award, so FEMA may terminate the award in its entirety. If that occurs, FEMA will follow the requirements of 2 C.F.R. §§ 200.341-200.342 in deciding to fully terminate the award.

2. Extensions to the Grant Period of Performance

Extensions to the period of performance under this grant program are allowed. An award's period of performance must be active for a recipient to submit a proposed extension request to FEMA. Recipients should request extensions sparingly and only under exceptional circumstances. *Approval is not guaranteed.*

Extensions to the initial period of performance identified in the award will only be considered through formal amendment requests, via FEMA GO, and must contain specific and compelling justifications as to why an extension is required.

All extension requests must contain:

- Grant Program, fiscal year, and award number;
- Reason for delay—this must include details of the legal, policy, or operational challenges being experienced that prevent the final outlay of awarded funds by the applicable deadline;
- Current status of the activity/activities;
- Approved period of performance termination date and new project completion date;
- Amount of funds drawn down to date;
- Remaining available funds, both federal and non-federal;
- Budget outlining how remaining federal and non-federal funds will be expended;
- Plan for completion, including milestones and timeframes for achieving each milestone and the position/person responsible for implementing the plan for completion; and
- Certification that the activity/activities will be completed within the extended period of performance without any modification to the original Statement of Work approved by FEMA.

3. Requirements for Period of Performance Extension Consideration

To be eligible for consideration, recipients must submit extension requests via FEMA GO. Recipients generally can submit requests at least 60 days prior to the end of the award's period of performance. In accordance with FEMA policy, FEMA reviews extensions on a case-by-case basis and typically grants them for no more than a six-month period. FEMA will grant extension requests only due to compelling legal, policy, or operational challenges. The review process can take up to 30 days or longer. Applicants should factor this review period into the timing of when to submit a request for an extension.

Example: Recipients may request an extension when an equipment order was placed during the period of performance but factors beyond the recipients' control have resulted in a delay in the expected delivery and receipt of the equipment outside of the existing period of performance; where a specific statute or regulation mandates an environmental review that cannot be completed within this timeframe; or where other extenuating circumstances warrant a brief extension.

4. Conflicts of Interest in the Administration of Federal Awards or Subawards

For conflicts of interest under grant-funded procurements and contracts, refer to the section on Procurement Integrity in this NOFO and 2 C.F.R. §§ 200.317 – 200.327.

To eliminate and reduce the impact of conflicts of interest in the subaward process, recipients and pass-through entities must follow their own policies and procedures regarding the elimination or reduction of conflicts of interest when making subawards.

Recipients and pass-through entities are also required to follow any applicable federal and state, local, tribal, or territorial (SLTT) statutes or regulations governing conflicts of interest in the making of subawards.

The recipient or pass-through entity must disclose to the respective Program Analyst or Program Manager, in writing, any real or potential conflict of interest that may arise during the administration of the federal award, as defined by the federal or SLTT statutes or regulations or their own existing policies, within five days of learning of the conflict of interest. Similarly, subrecipients, whether acting as subrecipients or as pass-through entities, must disclose any real or potential conflict of interest to the recipient or next-level pass-through entity as required by the recipient or pass-through entity's conflict of interest policies, or any applicable federal or SLTT statutes or regulations.

Conflicts of interest may arise during the process of FEMA making a federal award in situations where an employee, officer, or agent, any members of his or her immediate family, his or her partner has a close personal relationship, a business relationship, or a professional relationship, with an applicant, subapplicant, recipient, subrecipient, or FEMA employees.

5. Procurement Integrity

Through audits conducted by the DHS Office of Inspector General (OIG) and FEMA grant monitoring, findings have shown that some FEMA recipients have not fully adhered to the proper procurement requirements when spending grant funds. Anything less than full compliance with federal procurement requirements jeopardizes the integrity of the grant as well as the grant program. To assist with determining whether an action is a procurement or instead a subaward, please consult 2 C.F.R. § 200.331.

The below highlights the federal procurement requirements for FEMA recipients when procuring goods and services with federal grant funds. FEMA will include a review of recipients' procurement practices as part of the normal monitoring activities. **All procurement activity must be conducted in accordance with federal procurement standards at 2 C.F.R. §§ 200.317 – 200.327.** Select requirements under these standards are listed below. The recipient and any of its subrecipients must comply with all requirements, even if they are not listed below.

Under 2 C.F.R. § 200.317, when procuring property and services under a federal award, states (including territories) must follow the same policies and procedures they use for procurements from their non-federal funds; additionally, states must now follow 2 C.F.R. § 200.321 regarding socioeconomic steps, § 200.322 regarding domestic preferences for procurements, § 200.323 regarding procurement of recovered materials, and § 200.327 regarding required contract provisions.

All other non-federal entities, such as tribes (collectively, non-state entities), must have and use their own documented procurement procedures that reflect applicable SLTT laws and regulations, provided that the procurements conform to applicable federal law and the standards identified in 2 C.F.R. Part 200. These standards include, but are not

limited to, providing for full and open competition consistent with the standards of 2 C.F.R. § 200.319 and § 200.320.

a. Important Changes to Procurement Standards in 2 C.F.R. Part 200

OMB recently updated various parts of Title 2 of the Code of Federal Regulations, among them, the procurement standards. States are now required to follow the socioeconomic steps in soliciting small and minority businesses, women’s business enterprises, and labor surplus area firms per 2 C.F.R. § 200.321. All non-federal entities should also, to the greatest extent practicable under a federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States per 2 C.F.R. § 200.322.

The recognized procurement methods in 2 C.F.R. § 200.320 have been reorganized into informal procurement methods, which include micro-purchases and small purchases; formal procurement methods, which include sealed bidding and competitive proposals; and noncompetitive procurements. The federal micro-purchase threshold is currently \$10,000, and non-state entities may use a lower threshold when using micro-purchase procedures under a FEMA award. If a non-state entity wants to use a micro-purchase threshold higher than the federal threshold, it must follow the requirements of 2 C.F.R. § 200.320(a)(1)(iii)-(iv). The federal simplified acquisition threshold is currently \$250,000, and a non-state entity may use a lower threshold but may not exceed the federal threshold when using small purchase procedures under a FEMA award.

See 2 C.F.R. §§ 200.216, 200.471, and Appendix II as well as section D.13.a of the NOFO regarding prohibitions on covered telecommunications equipment or services.

b. Competition and Conflicts of Interest

Among the requirements of 2 C.F.R. § 200.319(b) applicable to all non-federal entities other than states, in order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids or requests for proposals must be excluded from competing for such procurements. FEMA considers these actions to be an organizational conflict of interest and interprets this restriction as applying to contractors that help a non-federal entity develop its grant application, project plans, or project budget. This prohibition also applies to the use of former employees to manage the grant or carry out a contract when those former employees worked on such activities while they were employees of the non-federal entity.

Under this prohibition, unless the non-federal entity solicits for and awards a contract covering both development and execution of specifications (or similar elements as described above), and this contract was procured in compliance with 2 C.F.R. §§ 200.317 – 200.327, federal funds cannot be used to pay a contractor to carry out the work if that contractor also worked on the development of those specifications. This rule applies to all contracts funded with federal grant funds, including pre-award costs, such as grant writer fees, as well as post-award costs, such as grant

management fees.

Additionally, some of the situations considered to be restrictive of competition include, but are not limited to:

- Placing unreasonable requirements on firms for them to qualify to do business;
- Requiring unnecessary experience and excessive bonding;
- Noncompetitive pricing practices between firms or between affiliated companies;
- Noncompetitive contracts to consultants that are on retainer contracts;
- Organizational conflicts of interest;
- Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement; and,
- Any arbitrary action in the procurement process.

Per 2 C.F.R. § 200.319(c), non-federal entities other than states must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed SLTT geographical preferences in the evaluation of bids or proposals, except in those cases where applicable federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.

Under 2 C.F.R. § 200.318(c)(1), non-federal entities other than states are required to maintain written standards of conduct covering conflicts of interest and governing the actions of their employees engaged in the selection, award, and administration of contracts. **No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest.** Such conflicts of interest would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization that employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.

The officers, employees, and agents of the non-federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-federal entities may set standards for situations in which the financial interest is not substantial, or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-federal entity. If the recipient or subrecipient (other than states) has a parent, affiliate, or subsidiary organization that is not a state, local, tribal, or territorial government, the non-federal entity must also maintain written standards of conduct covering organizational conflicts of interest. In this context, organizational conflict of interest means that because of a relationship with a parent company, affiliate, or subsidiary

organization, the non-federal entity is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization. The non-federal entity must disclose in writing any potential conflicts of interest to FEMA or the pass-through entity in accordance with applicable FEMA policy.

c. Supply Schedules and Purchasing Programs

Generally, a non-federal entity may seek to procure goods or services from a federal supply schedule, state supply schedule, or group purchasing agreement.

i. General Services Administration Schedules

States, tribes, and local governments, and any instrumentality thereof (such as local education agencies or institutions of higher education) may procure goods and services from a General Services Administration (GSA) schedule. GSA offers multiple efficient and effective procurement programs for state, tribal, and local governments, and instrumentalities thereof, to purchase products and services directly from pre-vetted contractors. The GSA Schedules (also referred to as the Multiple Award Schedules and the Federal Supply Schedules) are long-term government-wide contracts with commercial firms that provide access to millions of commercial products and services at volume discount pricing.

Information about GSA programs for states, tribes, and local governments, and instrumentalities thereof, can be found at <https://www.gsa.gov/resources-for/programs-for-State-and-local-governments> and <https://www.gsa.gov/buying-selling/purchasing-programs/gsa-schedules/schedule-buyers/state-and-local-governments>.

For tribes, local governments, and their instrumentalities that purchase off of a GSA schedule, this will satisfy the federal requirements for full and open competition provided that the recipient follows the GSA ordering procedures; however, tribes, local governments, and their instrumentalities will still need to follow the other rules under 2 C.F.R. §§ 200.317 – 200.327, such as solicitation of minority businesses, women’s business enterprises, small businesses, or labor surplus area firms (§ 200.321), domestic preferences (§ 200.322), contract cost and price (§ 200.324), and required contract provisions (§ 200.327 and Appendix II).

ii. Other Supply Schedules and Programs

For non-federal entities other than states, such as tribes, local governments, and nonprofits, that want to procure goods or services from a state supply schedule, cooperative purchasing program, or other similar program, in order for such procurements to be permissible under federal requirements, the following must be true:

- The procurement of the original contract or purchasing schedule and its use by the non-federal entity complies with state and local law, regulations, and written procurement procedures;

- The state or other entity that originally procured the original contract or purchasing schedule entered into the contract or schedule with the express purpose of making it available to the non-federal entity and other similar types of entities;
- The contract or purchasing schedule specifically allows for such use, and the work to be performed for the non-federal entity falls within the scope of work under the contract as to type, amount, and geography;
- The procurement of the original contract or purchasing schedule complied with all the procurement standards applicable to a non-federal entity other than states under at 2 C.F.R. §§ 200.317 – 200.327; and,
- With respect to the use of a purchasing schedule, the non-federal entity must follow ordering procedures that adhere to applicable state, tribal, and local laws and regulations and the minimum requirements of full and open competition under 2 C.F.R. Part 200.

If a non-federal entity other than a state seeks to use a state supply schedule, cooperative purchasing program, or other similar type of arrangement, FEMA recommends the recipient discuss the procurement plans with its FEMA Program Analyst.

d. Procurement Documentation

Per 2 C.F.R. § 200.318(i), non-federal entities other than states and territories are required to maintain and retain records sufficient to detail the history of procurement covering at least the rationale for the procurement method, contract type, contractor selection or rejection, and the basis for the contract price. States and territories are encouraged to maintain and retain this information as well and are reminded that in order for any cost to be allowable, it must be adequately documented per 2 C.F.R. § 200.403(g).

Examples of the types of documents that would cover this information include but are not limited to:

- Solicitation documentation, such as requests for quotes, invitations for bids, or requests for proposals;
- Responses to solicitations, such as quotes, bids, or proposals;
- Pre-solicitation independent cost estimates and post-solicitation cost/price analyses on file for review by federal personnel, if applicable;
- Contract documents and amendments, including required contract provisions; and,
- Other documents required by federal regulations applicable at the time a grant is awarded to a recipient.

6. Record Retention

a. Record Retention Period

Financial records, supporting documents, statistical records, and all other non-federal entity records pertinent to a federal award generally must be maintained for at least

three years from the date the final FFR is submitted. *See* 2 C.F.R. § 200.334. Further, if the recipient does not submit a final FFR and the award is administratively closed, FEMA uses the date of administrative closeout as the start of the general record retention period.

The record retention period **may be longer than three years or have a different start date** in certain cases. These include:

- Records for real property and equipment acquired with federal funds must be retained for **three years after final disposition of the property**. *See* 2 C.F.R. § 200.334(c);
- If any litigation, claim, or audit is started before the expiration of the three-year period, the records **must be retained until** all litigation, claims, or audit findings involving the records **have been resolved and final action taken**. *See* 2 C.F.R. § 200.334(a);
- The **record retention period will be extended if the recipient is notified in writing** of the extension by FEMA, the cognizant or oversight agency for audit, or the cognizant agency for indirect costs. *See* 2 C.F.R. § 200.334(b);
- Where FEMA requires recipients to report program income after the period of performance ends, the **program income record retention period begins at the end of the recipient's fiscal year in which program income is earned**. *See* 2 C.F.R. § 200.334(e); and
- For indirect cost rate proposals, cost allocation plans, or other rate computations records, the start of the record retention period depends on whether the indirect cost rate documents were submitted for negotiation. If the **indirect cost rate documents were submitted for negotiation, the record retention period begins from the date those documents were submitted** for negotiation. If indirect cost rate documents were **not submitted for negotiation, the record retention period begins at the end of the recipient's fiscal year or other accounting period covered by that indirect cost rate**. *See* 2 C.F.R. § 200.334(f).

b. Types of Records to Retain

FEMA requires that non-federal entities maintain the following documentation for federally funded purchases:

- Specifications;
- Solicitations;
- Competitive quotes or proposals;
- Basis for selection decisions;
- Purchase orders;
- Contracts;
- Invoices; and
- Canceled checks.

Non-federal entities should keep detailed records of all transactions involving the

grant. FEMA may at any time request copies of any relevant documentation and records, including purchasing documentation along with copies of cancelled checks for verification. *See, e.g.*, 2 C.F.R. §§ 200.318(i), 200.334, 200.337.

In order for any cost to be allowable, it must be adequately documented per 2 C.F.R. § 200.403(g). Non-federal entities who fail to fully document all purchases may find their expenditures questioned and subsequently disallowed.

7. Actions to Address Noncompliance

Non-federal entities receiving financial assistance funding from FEMA are required to comply with requirements in the terms and conditions of their awards or subawards, including the terms set forth in applicable federal statutes, regulations, NOFOs, and policies. Throughout the award lifecycle or even after an award has been closed, FEMA or the pass-through entity may discover potential or actual noncompliance on the part of a recipient or subrecipient. This potential or actual noncompliance may be discovered through routine monitoring, audits, closeout, or reporting from various sources.

In the case of any potential or actual noncompliance, FEMA may place special conditions on an award per 2 C.F.R. §§ 200.208 and 200.339, FEMA may place a hold on funds until the matter is corrected, or additional information is provided per 2 C.F.R. § 200.339, or it may do both. Similar remedies for noncompliance with certain federal civil rights laws are authorized pursuant to 44 C.F.R. Parts 7 and 19.

In the event the noncompliance is not able to be corrected by imposing additional conditions or the recipient or subrecipient refuses to correct the matter, FEMA might take other remedies allowed under 2 C.F.R. § 200.339. These remedies include actions to disallow costs, recover funds, wholly or partly suspend or terminate the award, initiate suspension and debarment proceedings, withhold further federal awards, or take other remedies that may be legally available. For further information on termination due to noncompliance, see the section on Termination Provisions in the NOFO.

FEMA may discover and take action on noncompliance even after an award has been closed. The closeout of an award does not affect FEMA's right to disallow costs and recover funds as long the action to disallow costs takes place during the record retention period. *See* 2 C.F.R. §§ 200.334, 200.345(a). Closeout also does not affect the obligation of the non-federal entity to return any funds due as a result of later refunds, corrections, or other transactions. *See* 2 C.F.R. § 200.345(a)(2).

The types of funds FEMA might attempt to recover include, but are not limited to, improper payments, cost share reimbursements, program income, interest earned on advance payments, or equipment disposition amounts.

FEMA may seek to recover disallowed costs through a Notice of Potential Debt Letter, a Remedy Notification, or other letter. The document will describe the potential amount owed, the reason why FEMA is recovering the funds, the recipient's appeal rights, how the amount can be paid, and the consequences for not appealing or paying the amount by

the deadline.

If the recipient neither appeals nor pays the amount by the deadline, the amount owed will become final. Potential consequences if the debt is not paid in full or otherwise resolved by the deadline include the assessment of interest, administrative fees, and penalty charges; administratively offsetting the debt against other payable federal funds; and transferring the debt to the U.S. Department of the Treasury for collection.

FEMA notes the following common areas of noncompliance for FEMA's grant programs:

- Insufficient documentation and lack of record retention;
- Failure to follow the procurement under grants requirements;
- Failure to submit closeout documents in a timely manner;
- Failure to follow EHP requirements;
- Failure to comply with the POP deadline.

8. Audits

FEMA grant recipients are subject to audit oversight from multiple entities including the DHS OIG, the GAO, the pass-through entity, or independent auditing firms for single audits, and may cover activities and costs incurred under the award. Auditing agencies such as the DHS OIG, the GAO, and the pass-through entity (if applicable), and FEMA in its oversight capacity, must have access to records pertaining to the FEMA award. Recipients and subrecipients must retain award documents for at least three years from the date the final FFR is submitted, and even longer in many cases subject to the requirements of 2 C.F.R. § 200.334. In the case of administrative closeout, documents must be retained for at least three years from the date of closeout, or longer subject to the requirements of 2 C.F.R. § 200.334. If documents are retained longer than the required retention period, the DHS OIG, the GAO, and the pass-through entity, as well as FEMA in its oversight capacity, have the right to access these records as well. *See* 2 C.F.R. §§ 200.334, 200.337.

Additionally, non-federal entities must comply with the single audit requirements at 2 C.F.R. Part 200, Subpart F. Specifically, non-federal entities, other than for-profit subrecipients, that expend \$750,000 or more in federal awards during their fiscal year must have a single or program-specific audit conducted for that year in accordance with Subpart F. 2 C.F.R. § 200.501. A single audit covers all federal funds expended during a fiscal year, not just FEMA funds. The cost of audit services may be allowable per 2 C.F.R. § 200.425, but non-federal entities must select auditors in accordance with 2 C.F.R. § 200.509, including following the proper procurement procedures. For additional information on single audit reporting requirements, see section F of this NOFO under the header "Single Audit Report" within the subsection "Additional Reporting Requirements."

The objectives of single audits are to:

- Determine whether financial statements conform to generally accepted accounting principles (GAAP);
- Determine whether the schedule of expenditures of federal awards is presented fairly;
- Understand, assess, and test the adequacy of internal controls for compliance with major programs; and,
- Determine whether the entity complied with applicable laws, regulations, and contracts or grants.

For single audits, the auditee is required to prepare financial statements reflecting its financial position, a schedule of federal award expenditures, and a summary of the status of prior audit findings and questioned costs. The auditee also is required to follow up and take appropriate corrective actions on new and previously issued but not yet addressed audit findings. The auditee must prepare a corrective action plan to address the new audit findings. See 2 C.F.R. §§ 200.508, 200.510, 200.511.

Non-federal entities must have an audit conducted, either single or program-specific, of their financial statements and federal expenditures annually or biennially pursuant to 2 C.F.R. § 200.504. Non-federal entities must also follow the information submission requirements of 2 C.F.R. § 200.512, including submitting the audit information to the [Federal Audit Clearinghouse](#) within the earlier of 30 calendar days after receipt of the auditor's report(s) or nine months after the end of the audit period. The audit information to be submitted include the data collection form described at 2 C.F.R. § 200.512(c) and Appendix X to 2 C.F.R. Part 200 as well as the reporting package described at 2 C.F.R. § 200.512(b).

The non-federal entity must retain one copy of the data collection form and one copy of the reporting package for three years from the date of submission to the Federal Audit Clearinghouse. See 2 C.F.R. § 200.512; *see also* 2 C.F.R. § 200.517 (setting requirements for retention of documents by the auditor and access to audit records in the auditor's possession).

FEMA, the DHS OIG, the GAO, and the pass-through entity (if applicable), as part of monitoring or as part of an audit, may review a non-federal entity's compliance with the single audit requirements. In cases of continued inability or unwillingness to have an audit conducted in compliance with 2 C.F.R. Part 200, Subpart F, FEMA and the pass-through entity, if applicable, are required to take appropriate remedial action under 2 C.F.R. § 200.339 for noncompliance, pursuant to 2 C.F.R. § 200.505.

Appendix A – FY 2020 SAFER Program Updates

Appendix A contains a brief list of changes between FY 2019 and FY 2020 to the SAFER Program

New for FY 2020

The FY 2020 SAFER Program NOFO contains some changes to definitions, descriptions, and priority categories. Changes to the FY 2020 SAFER Program NOFO include:

- Under authorities provided under Department of Homeland Security Appropriations Act, 2020 (Pub. L. No. 116-93), the following requirements are being waived for the FY 2020 SAFER Program:
 - **Position Cost Limits:** There are no annual salary limits under the Hiring of Firefighters Activity.
 - **Cost-share:** There is no prescribed cost-share under the Hiring of Firefighters Activity.
 - **New Additional Firefighters Requirement:** Grant funds can now be used to rehire laid off firefighters and retain firefighters facing layoff under the Hiring of Firefighters Activity.
 - **Period of Performance:** Extensions to the period of performance under the Hiring of Firefighters Activity are now allowable.
 - **Supplanting Requirement:** There is no supplanting requirement under the Hiring of Firefighters Activity.
 - **Minimum Budget Requirement:** There is no minimum budget requirement.
- Under sections D – Application and Submission Information, E – Application Review Information, F – Federal Award Administration Information, G – DHS Awarding Agency Contact and Resource Information, and H – Additional Information:
 - Various grants management changes due to recent OMB revisions to 2 C.F.R., particularly regarding SAM registration, performance measures, procurement, closeout, and termination
- Under Supporting Definitions:
 - Definition added for Primary First Due

Appendix B – Programmatic Information and Priorities

Appendix B contains details on SAFER Program information and priorities.

Reviewing this information may help applicants make their application(s) more competitive

A. Ineligible Applications and/or Organizations

Volunteer and combination fire departments may apply for funding under both the Hiring Activity and the R&R Activity; however, departments must complete separate applications for each activity. Applicants are limited to one application per activity, per application period. If an applicant submits two applications for the same activity during a single application period, FEMA will disqualify both applications.

If two or more of the following entities have different funding streams, personnel rosters, and EINs but share the same facilities, FEMA considers them as being separate organizations for the purposes of FY 2020 SAFER Program eligibility:

- Fire departments
- National, state, local, federally recognized tribal, and non-profit interest organizations

If two or more organizations share facilities and each submits an application in the same activity (i.e., Hiring of Firefighters), FEMA reserves the right to review all of those program area applications for eligibility. This determination is designed to avoid the duplication of benefits.

Examples of ineligible applications and/or organizations include:

- For-profit organizations, federal agencies, and individuals are not eligible to receive a SAFER Program award
- Fire departments that are a Federal Government entity, or contracted by the Federal Government, and are solely responsible under a formally recognized agreement for suppression of fires on federal installations or land
- Fire departments that are not independent entities but are part of, controlled by, or under the day-to-day operational command and control of a larger department, agency or AHJ
 - However, if a fire department is considered to be the same legal entity as a municipality or other governmental organization, and otherwise meets the eligibility criteria, that municipality or other governmental organization may apply on behalf of that fire department as long as the application clearly states that the fire department is considered part of the same legal entity
- State or local agencies, or subsets of any governmental entities, or any authorities that do not meet the requirements as defined by 15 U.S.C. § 2229a(a)(1)(A) and (a)(2)
- Ambulance services, emergency medical service organizations, rescue squads, auxiliaries, dive teams, and urban search and rescue teams

- Non-federal airport or port authority fire departments whose sole responsibility is the suppression of fires on the airport grounds or port facilities, unless the airport/port fire department has a formally recognized arrangement with the local jurisdiction to provide fire suppression on a first-due basis outside the confines of the airport or port facilities
- Eligible applicants may submit only one application for each eligible activity (Hiring Activity and R&R Activity); all submissions of duplicate applications may be disqualified
- If an applicant submits two or more applications for the same activity, both applications may be disqualified
 - This is different from when where an entity is applying on behalf of other organizations that are agencies or instrumentalities of the applicant (e.g., multiple fire departments under the same county, city, borough, parish, or other municipality). In that situation, the applicant may request similar or the same costs as long as the application clearly states which costs (including quantities) are for which agency/intangibility. This is permissible even if that entity submits multiple applications across regional versus direct applications.

B. Supporting Definitions for this NOFO

Attrition is a gradual reduction in work force without laying off personnel, e.g., when workers resign or retire and are not replaced.

Authority Having Jurisdiction (AHJ) is that person or office charged with enforcing the NFPA codes (Per NFPA101-2015 Edition: Life Safety Code).

Automatic Aid is a plan developed between two or more fire departments for immediate joint response on first alarms (Per NFPA 1710 – 2016 edition and NFPA 1720 – 2014).

Benefits, as defined in 2 C.F.R. § 200.431, means the regular compensation paid to employees during periods of authorized absences from the job, e.g., vacation leave, sick leave, military leave. Benefits may include employer contributions or expenses for social security, employee insurance, workmen’s compensation, and pension plan costs, and the like, whether treated as indirect costs or as direct costs, and are also eligible and shall be distributed to particular awards and other activities in a manner consistent with the pattern of benefits accruing to the individuals or group of employees whose salaries and wages are chargeable. Please see Compensation—fringe benefits for more information.

Career Fire Department, as defined in 15 U.S.C. § 2229, means a fire department that has an all-paid force of firefighting personnel other than paid-on-call firefighters.

Combination Fire Department, as defined in 15 U.S.C. § 2229, means a fire department that has paid firefighting personnel and volunteer firefighting personnel. FEMA considers a fire department with firefighting personnel paid a stipend on a per-event basis, or paid on-call, to be a combination fire department.

Emergency Medical Services Organization is a public or private organization that provides direct emergency medical services, including medical transport.

Fire Department is an agency or organization that has a formally recognized arrangement with a state, territory, local government, or tribal authority (city, county, parish, fire district, township, town, village or other governing body) to provide fire suppression on a first-due basis to a fixed geographical area. Fire departments may be comprised of members who are volunteer, career or a combination of volunteer and career.

Firefighter is an individual having the legal authority and responsibility to engage in fire suppression; employed by a fire department of a municipality, county, fire district or state, engaged in the prevention, control and extinguishing of fires; and/or responding to emergency situations in which life, property or the environment is at risk. This individual must be trained in fire suppression, but may also be trained in emergency medical care, hazardous materials awareness, rescue techniques and any other related duties provided by the fire department.

Formal Layoff Notice: Any layoff notice should align with the local rules and regulations that govern civil service employment in the jurisdiction. In order to be reasonable to employees, and to provide employees facing layoff actions a clear understanding of the impending action, any notice of layoff should be in writing and delivered to a specific employee affected by the action. The notice should identify a specific date employment will cease or specific event that would trigger the termination of employment. The notice should be delivered or otherwise presented directly to the affected employee in advance of the layoff action in accordance with the civil service provisions or union agreement in force in the jurisdiction taking action, e.g., 60 days prior to the effective date of the layoff action. The notice should specify whether the action is permanent or temporary, as well as provide the anticipated schedule of layoffs.

Initial Full Alarm Assignment is the personnel, equipment, and resources ordinarily dispatched upon notification of a structural fire.

Majority Career departments are considered majority career if more than 50 percent of the active firefighting membership is salaried staff.

Majority Volunteer departments are considered majority volunteer if more than 50 percent of the active firefighting membership is NOT compensated for service other than a nominal stipend and/or insurance.

Mutual Aid is a written intergovernmental agreement between agencies and/or jurisdictions stating that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner (NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to

the Public by Career Fire Departments, 2016 edition and NFPA 1720 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, 2014 Edition).

National, State, Local, or Federally Recognized Tribal Organizations that Represent the Interests of Volunteer Firefighters are organizations that support or represent the interests of firefighters in front of legislative bodies at the local, state, tribal and federal level. Such organizations include, but are not limited to, state or local firefighter and/or fire chiefs' associations, volunteer firefighter relief organizations, and associations. FEMA shall make the final determination as to whether an applicant is an appropriate volunteer firefighter interest group.

New Recruit is a volunteer that joins the department with the intent to serve as a firefighter, after the recipient is notified of the grant award (the date of the award notification email in the FEMA GO mail center).

Nominal Stipend is a stipend that does not exceed 20 percent of what the fire department would otherwise pay to hire a full-time firefighter to perform the services for which the stipend is provided. Whether a stipend falls above or below the 20 percent threshold may be determined in one of two ways. Departments that maintain paid full-time firefighters on their payrolls may compare the stipend to the salary they pay a full-time firefighter who performs similar services to determine whether the stipend is more or less than 20 percent of that salary. Departments that do not maintain full time firefighters on their payrolls may make the determination based on a comparison to the salary paid to a full-time firefighter in a neighboring jurisdiction, elsewhere in the state or ultimately the nation, and may also utilize data from the United States Department of Labor's Bureau of Labor Statistics. A nominal stipend may also include reimbursements to volunteer firefighters for approximate out-of-pocket expenses they incur.

If a stipend paid exceeds 20 percent of the prevailing wage calculated as described above, then the firefighter receiving compensation would not qualify as a volunteer and is considered an employee who may be covered by the Fair Labor Standards Act (FLSA) minimum wage and overtime provisions.

Operational Budget is the funding supporting fire-related programs and/or emergency response activities (e.g., salaries, maintenance, equipment, apparatus).

Operational Position is a position with a primary assignment (more than 50 percent of time) on a fire suppression vehicle, regardless of collateral duties, in support of the department's NFPA 1710 or NFPA 1720 compliance.

Paid-on-Call is defined as firefighters who are paid a stipend for each event to which they respond. Paid-on-call firefighters may be considered paid firefighters or volunteer

firefighters, depending on whether the stipend they receive is a nominal stipend. For the purposes of this SAFER Program, a department whose membership is comprised of all volunteer firefighters, including any paid-on-call firefighters who receive only a nominal stipend, will be considered a volunteer fire department. Also, for the purposes of this SAFER Program, a department whose membership is composed of any paid-on-call firefighters who receive more than a nominal stipend will be considered a combination fire department. Also refer to the definition of a nominal stipend.

Part-Time Firefighter is a firefighter who works less than 40 hours per week. When more than one part-time firefighter shares a position that results in work in excess of 40 hours per week, FEMA considers that shared assignment to be a Full-Time Equivalent (FTE) position that must be accounted for in the staffing information provided in the application.

Primary First Due is a geographic area surrounding a fire station in which a company from that station is projected to be first to arrive on the scene of an incident (NFPA 1710; 3.3.28). Please visit <http://www.nfpa.org/freeaccess>.

Salary is a fixed payment made by an employer to an employee to compensate for a regular work schedule. Typically, the payment is made on a monthly, biweekly, or weekly basis but often expressed as an annual sum. The salary structure should be documented in writing by the employer. Note: Only costs for overtime that an employer routinely pays as a part of a firefighter's regularly scheduled and contracted shift hours to comply with FLSA are eligible salary costs under the Hiring Activity.

State is defined as any of the 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa and the Commonwealth of the Northern Mariana Islands.

Staffing and Deployment is the minimum staffing requirements to ensure a sufficient number of members are available to operate safely and effectively as defined in NFPA 1710 and 1720.

Supplanting is to replace or take place of funds that would otherwise be available from state or local sources, or the Bureau of Indian Affairs.

Volunteer Fire Department, as defined in 15 U.S.C. § 2229, means a fire department that has an all-volunteer force of firefighting personnel.

C. **Application Tips**

Once the application has been submitted, it cannot be changed. There is no appeal process for inaccurate or incomplete information retained by the system due to improper or multiple browser usage by the applicant.

The AOR that submitted the application will receive an automatic FEMA GO notification email once the system receives the application.

Application Notes

- NFPA – “FREE ACCESS” - As part of its commitment to enhancing public safety and supporting the emergency responder, the NFPA makes its codes and standards available online for free. Please visit: <http://www.nfpa.org/freeaccess>.
- For the most competitive applications, select those local need(s) that most closely align with one or more SAFER Program funding priorities.
- Applications differ based on the applicant type. For example, the Hiring Activity application will be different from the fire department application for the R&R. Activity; the R&R application will be different for a fire department than an interest organization. Be sure to select the appropriate applicant type when applying.
- When filling out the online application, applicants are required to provide basic demographic information regarding their organization and the community served and must provide detailed information regarding the items or activities for which they are seeking funding.
- If awarded, the application request(s) may be modified during the award review process; if the awarded activities, Scope of Work, or amount(s) do not match the application as submitted, the grant recipient shall only be responsible for completing the activities actually funded. The grant recipient is under no obligation to start, modify, or complete any activities requested, but not funded by this award. Please review the Award Package.

D. Funding Limitations

Specific funding parameters are either required by law or are the outcome of recommendations from the CDP. Each requirement is identified below, followed by the source of the requirement noted in parentheses:

- Ten percent of the funding appropriated for FY 2020 SAFER Program awards is set aside for the recruitment and retention of volunteer firefighters. (15 U.S.C. § 2229a(a)(2))
 - No more than 33 percent of the total amount allocated for the recruitment and retention of volunteers can be awarded to national, state, local, territorial, or federally recognized tribal organizations that represent the interests of volunteer firefighters (CDP)
- Ten percent of the funding appropriated for FY 2020 SAFER Program awards is set aside for grants awarded to all volunteer or majority volunteer departments for hiring of firefighters. (15 U.S.C. § 2229a(a)(1)(H))
 - A majority volunteer fire department is made up of more than 50 percent of personnel who do not receive financial compensation for their services, other than life, health, and worker’s compensation insurance, or a nominal stipend payment, including certain paid-on-call personnel. Although applications are normally awarded based on total score (high to low), in order to meet this ten percent statutory set aside the SAFER Program Office may be required to fund an application that meets the criteria for the set aside instead of a higher-scoring

- application that does not meet the set aside criteria (15 U.S.C. § 2229a(a)(1)(H))
- If FEMA awards less than ten percent of the funds available for the hiring of firefighters to volunteer and majority volunteer fire departments, it must transfer the remaining funds to provide grants for the recruitment and retention of volunteer firefighters. (15 U.S.C. § 2229a(a)(1)(H))

E. Restrictions on Use of Award Funds

- Under the R&R Activity, applications that request a Staffing Needs Assessment and/or Risk Assessment project are precluded from applying for additional R&R-related activities.
- Applicants may not use award funds for matching funds for any other federal grants/cooperative agreements, lobbying, or intervention in federal regulatory or adjudicatory proceedings.
- Applicants may not use federal funds to sue the Federal Government or any other government entity.

F. Funding Priorities

Meeting the National Standards

FEMA prioritizes bringing non-compliant (NFPA 1710 or 1720) departments into compliance in the most cost-effective manner.

FEMA will ask applicants general questions about the NFPA standard they are attempting to meet as well as their current ability to meet that standard (without the use of overtime). FEMA will also ask applicants to indicate what their ability will be to meet that same standard if awarded grant funds.

Having additional firefighters on staff should improve a local fire department's ability to comply with the staffing, response, and operational standards that enhance community and firefighter safety.

Applications resulting in the largest percentage increases in compliance with the relevant section of NFPA 1710 (for career departments) or 1720 (for volunteer departments) receive higher pre-scores than applications resulting in smaller percentage increases in compliance.

Note: SAFER Program grants focus only on the Deployment or Staffing and Deployment sections of these two standards, respectively.

- NFPA 1710 Assembly Requirements – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Department (Section 5.2.4.1 – Single-Family Dwelling Initial Full Alarm Assignment Capability): This standard applies primarily to career fire departments and combination departments if the combination department chooses it.

- NFPA 1720 Assembly Requirements – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (Section 4.3 – Staffing and Deployment): This standard applies primarily to all-volunteer fire departments, but it may also apply to combination departments if the combination department does not choose to comply with the NFPA 1710 standard.
- National Fire Protection Association (NFPA) – “FREE ACCESS”: As part of its commitment to enhancing public safety and supporting the emergency responder, the NFPA makes its codes and standards available online for free at <http://www.nfpa.org/freeaccess>.

G. Hiring Activity Overview

Grants awarded under the Hiring Activity enable volunteer, combination, and career fire departments to improve or restore staffing levels to attain a more effective level of response and a safer incident scene. FEMA awards Hiring Activity grants directly to volunteer, combination, and career fire departments to help fire departments increase their cadre of frontline firefighters by providing financial assistance in three categories:

- Rehire: Rehiring firefighters who were laid-off within the two years prior to the start of the application period;
- Retention: Retaining firefighters facing imminent layoff – within 120 days of the close of the application period; or,
- New Hire: Hire new, additional firefighters.

All of the following are considerations in pre-scoring and peer review determinations. Program priorities are listed as High (H), Medium (M), or Low (L).

1. Compliance with NFPA Standards

The tables below identify the priority levels for current and new compliance with the NFPA 1710/1720 standard (for details, see [Section F. Funding Priorities - Meeting the National Standards](#)).

Current (Pre-Award) 1710/1720 Compliance Priorities	
H Never or 0 percent	M Half of the time or 40-59 percent
H Rarely or 1-19 percent	L Very often or 60-79 percent
M Sometimes or 20-39 percent	L Most of the time or 80-99 percent

New (Post-Award) 1710/1720 Compliance Priorities	
H Always or 100 percent	M Half of the time or 40-59 percent
H Most of the time or 80-90 percent	L Sometimes or 20-39 percent
M Very often or 60-79 percent	L Rarely or 0-19 percent

2. Call Volume and Population Served

Department call volume and population served are both factors in the initial application evaluation. Departments responding to a higher number of incidents and departments that protect a larger jurisdiction will receive higher consideration than those departments responding to fewer incidents and protecting smaller jurisdictions.

3. Firefighter Health Measures

The health and well-being of firefighters is of paramount importance. Therefore, applicants who indicate newly recruited firefighters will undergo an entry-level physical and receive immunizations and who indicate they will provide annual medical exams receive higher consideration than applicants who do not specify that these benefits will be provided. To qualify for this higher consideration, the physicals must be consistent with those required under NFPA 1582 Chapter 6, Medical Evaluations of Candidates 6.1 and Chapter 9, Essential Job Tasks — Specific Evaluation of Medical Conditions in Members.

Applicants should note that FEMA is working with the NFPA Technical Committee on Fire Service Occupational Safety and Health to evaluate whether the NFPA 1582 standard complies with applicable federal civil rights laws. No decisions have been made and FEMA will issue additional guidance if and when more information becomes available.

4. Training Requirements

Applicants will receive higher pre-scores if the personnel funded under the grant will meet the minimum EMS training and certification requirements prescribed by the AHJ.

H. R&R Activity – Fire Departments Overview

Grants awarded under the R&R Activity - Fire Departments assist fire departments with the recruitment and retention of volunteer firefighters who are involved with or trained in the operations of firefighting and emergency response. The grants are intended to create a net increase in the number of trained, certified, and competent firefighters capable of safely responding to emergencies within the recipient's response area.

All of the following are considerations in pre-scoring and peer review determinations. Program priorities are listed as High (**H**), Medium (**M**), or Low (**L**).

1. Compliance with NFPA Standards

The highest priority is to assist departments experiencing a high rate of turnover and that have staffing levels significantly below the ideal staffing level required to comply with NFPA standards 1710 or 1720 (for details, see [Section F. Funding Priorities - Meeting the National Standards](#)).

2. Volunteer Membership

Departments or organizations with the highest percentage of volunteers should benefit

the most from the recruitment and retention of volunteer firefighters. Therefore, applicants whose membership is comprised of mostly volunteer members, or have a significant number of volunteer firefighters, receive higher consideration.

Percentage of Volunteer Firefighters	
H 91-100 percent	M 41-50 percent
H 81-91 percent	M 31-40 percent
H 71-80 percent	L 21-30 percent
H 61-70 percent	L 11-20 percent
M 51-60 percent	L 1-10 percent

3. Call Volume

Department call volume is a factor in the initial evaluation. Departments responding to a higher number of incidents receive higher consideration.

4. Firefighter Health Measures

Applicants who indicate the newly recruited firefighters will undergo an entry-level physical and receive immunizations and who indicate they will provide annual medical exams receive higher consideration. To qualify for this higher consideration, the physicals must be consistent with those required under NFPA 1582 Chapter 6, Medical Evaluations of Candidates and Chapter 9, Essential Job Tasks — Specific Evaluation of Medical Conditions in Members. Applicants who provide worker’s compensation/Accidental Death & Dismemberment (AD&D) benefits to their members receive higher consideration than applicants who do not specify these benefits will be provided.

Applicants should note that FEMA is working with the NFPA Technical Committee on Fire Service Occupational Safety and Health to evaluate whether the NFPA 1582 standard complies with applicable federal civil rights laws. No decisions have been made and FEMA will issue additional guidance if and when more information becomes available.

Entry-Level Medical Exams	
H NFPA 1582-compliant physicals	M Non-NFPA 1582-compliant physicals

Annual Medical Exams	
H NFPA 1582-compliant physicals	M Non-NFPA 1582-compliant physicals

5. Firefighter Training and Certification Requirements

Firefighter	
H Both FF II/EMT	M FF I

H FF II	L First Responder
M Both FF I/EMT	

6. R&R Coordinator/Program Manager

R&R Coordinator	
H Applicants who currently have a coordinator or program manager in place	L Applicants who do not have, or are not requesting, a coordinator or program manager
M Applicants who will request grant funding for a coordinator or program manager’s position	

7. Regional Requests

Applications that will have a direct or local regional benefit beyond the immediate boundaries of the applicant’s first-due area will receive higher consideration.

A regional request is an opportunity for an eligible R&R Activity organization to act as a host and apply for funding on behalf of itself and any number of other participating R&R Activity eligible organizations. Regional activities should achieve cost effectiveness, support regional efficiency and resilience, and have a direct regional or local benefit to more than one local jurisdiction (county, parish, town, township, city, or village). Direct or local regional benefit means that other eligible organizations will receive a portion of the grant-awarded funds, will receive items purchased with the grant funds, or share an item purchased with grant funds.

The community identification characteristic, the organizational status of the applicant, and the permanent resident population should be entered for the host entity, regardless of the composition of the participating partners.

Regional populations served are the aggregate of the geographically fixed areas of the host and participating partner organizations.

Neither the regional host nor any participating partner is prevented from also applying on behalf of their own organization for any SAFER Program Activity. However, it cannot be for the same item.

In completing the application, the host applicant must include a list of all participating organizations, including a point of contact and phone number for each organization that will directly benefit from the regional project if they receive the grant. The organizations that will benefit from the R&R Activity may also apply for funding under the SAFER Program as long as the organizations do not apply for a project or activity that could conflict with or duplicate the host applicant’s project. Applicants must also certify that they will ensure the organizations participating in this application have not received grants for similar items/activities.

In order to apply for a regional project, the host organization must agree, if awarded, to be responsible for all aspects of the grant. This includes, but is not limited to, cost share, accountability for the assets, and all reporting requirements in the regional application.

All participants of a Regional applicant must be compliant with SAFER Program requirements, including being current with past grants, closeouts, and other reporting requirements. Upon notification by the SAFER Program Office, the host agency shall not distribute grant-funded assets or provide grant-funded contractual services to non-compliant partner organizations. The host and the delinquent partners will be notified by the SAFER Program Office of their specific deficiency.

Regional host applicants and participating partner agencies must execute a Memorandum of Understanding (MOU) or equivalent document signed by the host and all participating organizations participating in the award prior to submitting an application for a Regional Project. The MOU must specify the individual and mutual responsibilities of the host and participating partners, the host's and participants' level of involvement in the project(s), the participating partners' EIN numbers, and the proposed distribution of all grant-funded assets or contracted services. Any entity named in the application as benefiting from the award must be an eligible SAFER Program organization and must be a party to the MOU or equivalent document.

I. R&R Activity – National, State, Local, Territorial, or Federally Recognized Tribal Volunteer Firefighter Interest Organizations (Interest Organizations) Overview

Grants awarded under the R&R Activity – Interest Organizations allows applicants who identify as an Interest Organization to apply for R&R Activity funding. The grants are intended to create an aggregate increase in the number of trained, certified, and competent firefighters capable of safely responding to emergencies on behalf of the fire departments being represented. For this reason, projects that are comprehensive in nature and based on a clear needs assessment, implementation plan, evaluation plan, and have, or will establish, fire service partnerships will receive higher consideration.

In completing the application, the applicant must include data that approximates the characteristics of the entire region and/or all fire departments affected by the grant. If awarded, recipients may be required to provide documentation of each fire department's consent to participate in the application. Applicants must also certify that they will ensure the fire departments participating in this application have not received grants for similar items/activities. The following identifies the elements that the applications will be evaluated on during the pre-scoring process. Automated (pre-score) evaluation scores represent 30 percent of the total application score.

All of the following are considerations in pre-scoring and peer review determinations. Program priorities are listed as High (H), Medium (M), or Low (L).

1. Compliance with NFPA Standards

The highest priority is to assist departments experiencing a high rate of turnover that have staffing levels significantly below the ideal staffing level required to comply with NFPA standards 1710 or 1720 (for details, see [Section F. Funding Priorities - Meeting the National Standards](#)). Interest Organizations that currently have the lowest recruitment and retention rates among the entire region and/or all fire departments benefitting from the grant funds receive higher consideration for funding.

2. Recruitment and Retention (R&R) Coordinator/Program Manager

R&R Coordinator	
H Applicants who currently have a coordinator or program manager in place	L Applicants who do not have, or are not requesting, a coordinator or program manager
M Applicants who will request grant funding for a coordinator or program manager’s position	

3. Needs Assessment

Needs Assessment	
H Applicants with projects based on a needs assessment	L Applicants with projects that are not based on a needs assessment

4. Fire Service Partnerships

Fire Service Partnerships	
H Applicants who have, or will establish, fire service partnerships as part of this project	L Applicants who will not have, nor establish, fire service partnerships as part of this project

J. Eligible and Ineligible Costs and Requirements

Regardless of the eligibility of any costs requested or the results of the review of the application conducted in accordance with [Section E – Application Review Information](#) of this NOFO, FEMA reserves the right to approve the activities requested in an application in whole or in part.

Hiring Activity - Eligible Costs and Requirements
<p>Eligible Costs:</p> <ul style="list-style-type: none"> Salary and associated benefits (actual payroll expenses) for the positions funded under the SAFER Program grant are eligible. Costs are reimbursable if they are included as part of the standard package, available to all operational firefighter positions, and contractually obligated. Refer also to the definitions in Appendix B – Programmatic Information and

[Priorities, section B. Supporting Definitions in this NOFO.](#)

- Compensation for a firefighter's normal, contracted work schedule is reimbursable, but overtime costs are not eligible for reimbursement by the SAFER Program grant award (including overtime for holdovers, extra shifts, to attend training, etc.). Only costs for overtime that the fire department routinely pays as a part of the base salary or a firefighter's regularly scheduled and contracted shift hours, in order to comply with FLSA, are eligible.
- Salaries and benefits of firefighters hired with SAFER Program funding while they are engaged in initial recruit training are eligible.

Eligibility Requirements:

- Only firefighters hired (New Hire category) or rehired (Rehire category) after the SAFER Program grant offer of award (except if awarded under the Retention category) are eligible for grant funding.
- Only full-time positions are eligible for funding in all three categories. A full-time position is one position that is funded for at least 2,080 hours per year, e.g., 40 hours per week, 52 weeks per year.
- SAFER Program grant funds will only pay for operational positions, in all three categories, whose primary assignment (more than 50 percent of time) is on a fire suppression vehicle, regardless of collateral duties.
- Volunteer and mostly volunteer fire departments may also hire individuals to fill officer-level positions (e.g., chief, fire inspector, training officer, safety officer) in addition to their primary operational assignment.
- Eligible positions for funding under the Rehire category must have been laid off in the two years prior to the start of the application period (**February 8, 2021**). Copies of the official, signed, and issued layoff notices will be required at the time of application.
- Firefighters who have been issued a formal layoff notice, which includes a specific date for the layoff action, prior to the start of the application period, and those who face imminent layoff – within 120 days of the close of the application period – are eligible for SAFER Program funding under the Retention category. As the application period closes on (**March 12, 2021**), the layoffs must become effective on or before (**July 10, 2021**). Copies of the official, signed, and issued layoff notices will be required at the time of application.
- Eligible positions under the Retention category must be employees of the department at the time the application is submitted. **Note:** if a retention position becomes vacant after the application is submitted, departments must fill the vacancy with a new hire in order to maintain the operational staffing level.
- A layoff notice that is not executed within the specified terms will be considered void unless an additional notice is provided within 14 days of the original action date will not qualify for funding in the Rehire or Retention categories. Applicants who do not meet these parameters must apply under the New Hire category.
- Any layoff action not executed in accordance with the terms of the official layoff notice or which does not meet the above requirements will not qualify for funding in the Rehire or Retention categories. Applicants who do not meet these parameters must apply under the New Hire category.

Hiring Activity - Ineligible Costs

- The salaries and benefits of full-time firefighters who are employees at the time of grant award (except under the Retention category) are ineligible to be funded under this grant.
- Job-sharing positions (i.e., utilizing more than one person to fill a full-time SAFER Program-funded position) is ineligible.
- The SAFER Program may not be used to fund promotions (e.g., to pay a current member a higher salary by placing him/her in a new SAFER Program-funded position).
- Pre-application costs, such as grant writer fees, administrative costs (e.g., physicals/medical exams, background checks, etc.), and indirect costs associated with hiring firefighters are ineligible.
- Costs to train and equip firefighters (e.g., PPE/Turnout Gear) are ineligible (this does not include the salaries and benefits of firefighters hired under the SAFER Program while they are engaged in training).
- Costs for uniform allowances that are not contractually obligated, included as part of the standard benefits package for all employees, or reimbursed via payroll are ineligible.
- Costs of annual physicals/medical exams are ineligible.
- Overtime costs (including overtime for holdovers, extra shifts, to attend training, etc.) are ineligible (except as noted in “eligible costs” above).
- M&A costs.
- Indirect costs.

R&R Activity – Eligible Costs and Requirements

Eligibility Requirements:

Applicants must correlate the activities for which funding is requested and the identified recruitment or retention problems or issues to be addressed. FEMA will not fund a budget line item if an applicant does not provide sufficient information detailing how it will enhance recruitment and retention. Allowable costs may be limited to reasonable amounts, as determined by FEMA.

Applicants who propose to focus on retention of volunteers will receive equal consideration as applicants focusing on recruitment of volunteers. A focus on retention may include providing incentives for volunteer firefighter members to continue service in a fire department. SAFER Program grant funds may only be used for volunteer firefighters who are involved with, or trained in, the operations of firefighting and emergency response.

FEMA recommends that departments consult their AHJ or the department’s legal counsel to understand the full legal and financial implications involved with implementing or sustaining programs that offer benefits or financial awards to firefighters (e.g., stipends, Length of Service Award Program [LOSAP]).

All grant-related purchases and activities must be incurred, received, and completed within the period of performance. The period of coverage and/or service delivery on all contracts and agreements may not begin prior to or extend beyond the period of performance of the grant. FEMA may permit pro-rated costs to be charged to the grant for training courses that begin during the

period of performance but end after the period of performance ends.

All funded activities under the R&R Activity must be governed by formally adopted Standard Operating Procedures (SOPs). Minimally, these SOPs should specify who qualifies for each of the incentives, specific requirements for earning the incentives, and the disposition of the awarded incentives if an individual fails to fulfill the stipulations. FEMA may ask for copies of SOPs prior to, or after being awarded.

R&R Activity – Eligible Costs and Requirements

High Priority:

- Costs to support a staffing needs assessment identifying the operational staff are required to carry out fire department responsibilities safely and effectively (e.g., supplies for data collection, contractors or personnel to collect and analyze data, software programs, etc.).
 - **Note:** If a staffing needs assessment is requested and the application is selected for funding, the staffing needs assessment will be the only activity that will be funded.
- Costs to support a Recruitment and/or Retention Coordinator, a Program Manager, and/or a Grant Administrator (including reasonable salary, fringe benefits, contract support, supplies, travel, etc.). **Note:** computers for these positions are low priority items.
- Marketing Program to recruit new volunteer firefighters, such as:
 - Media advertising (e.g., television, radio, social media);
 - Print advertising (e.g., newspapers, billboards, signs, banners, brochures, flyers); and,
 - LED/electronic sign (**Note:** this is a high priority item only when included as part of a comprehensive marketing program. Only one LED/electronic sign is allowed per applicant and 75 percent of usage must be dedicated to R&R activities – additional restrictions apply (for details see [Section D: Application and Submission Information – Environmental Planning and Historic Preservation \[EHP\]](#)).
 - **Note:** If requesting funds to recruit new members, a marketing plan must be in place or the application must show a marketing plan will be implemented either with grant funds (requested as a line item) or that the applicant will implement a marketing plan using existing department resources.
- New Member Costs - only one entry-level physical per new recruit. Physicals for existing members are not eligible. All grant-funded physicals (except those for explorers) must meet NFPA 1582 standards (Chapter 6, Medical Evaluations of Candidates 6.1 and Chapter 9, Essential Job Tasks — Specific Evaluation of Medical Conditions in Members). The cost of physicals should be based on local physician or health center prices. Detailed information on implementing NFPA 1582 physicals can be found at <https://www.fstaresearch.org/roadmap>.
 - **Note:** annual physicals are only eligible if the applicant is also requesting grant funds for NFPA 1582 entry-level physicals for new recruits. Annual Physicals are only eligible for the same new recruits; physicals or annual exams for any other member are not eligible.

- New recruit basic training that is not covered under a department’s normal operating budget and as required by the AHJ to meet minimum firefighter certification (e.g., CPR, First Responder, EMT, Firefighter 1, Firefighter 2).
 - Reimbursement to members for lost wages, mileage/transportation, lodging, and/or per diem while attending required basic training is also eligible.
 - **Note:** costs for mileage/transportation, lodging, and per diem must comply with the department’s written travel policies and procedures. If policies are not established, costs will only be reimbursed at the Federal government rate.
- Leadership/career development training when used as a retention incentive that is not covered under a department’s normal operating budget.
 - Reimbursement to members for lost wages, mileage/transportation, lodging and/or meals while attending leadership/career development training or conferences are also eligible.
 - **Note:** costs for mileage/transportation, lodging and meals must comply with the department’s written travel policies and procedures. If policies are not established, costs will only be reimbursed at the Federal government rate.
 - Courses must provide Continuing Education Units or certificates of completion to be eligible.
- Instructor/train-the-trainer training that is not covered under a department’s normal operating budget.
 - Reimbursement to members for lost wages, mileage/transportation, lodging, and/or per diem while attending instructor/train-the-trainer training are also eligible.
 - **Note:** costs for mileage/transportation, lodging, and per diem must comply with the department’s written travel policies and procedures. If policies are not established, costs will only be reimbursed at the Federal government rate.
- Tuition assistance for higher education (including books, lab fees and student fees).
 - Coursework or certifications in this category should be more advanced than what departments typically fund for required minimum-staffing requirements.
 - Courses are not limited to firefighter training or education.
 - Computers for individual students are not eligible for funding.
 - Payments for student loans are not eligible for funding.
 - Only tuition payments for classes offered and taken during the period of performance are allowable.
- PPE/Turnout Gear.
 - PPE may only be funded for new firefighters that are recruited after the date of grant award, that successfully pass an NFPA 1582-compliant physical, and that are certified as “fit for duty.” PPE purchased with SAFER Program funding must be utilized by adequately trained staff.
 - Funds are available to acquire Occupational Safety and Health Administration-required and NFPA-compliant PPE for firefighting personnel. In addition, PPE must meet any national or state standards and increase firefighter safety. Failure to meet these requirements may result in ineligibility for PPE funding. Copies of NFPA standards may be reviewed at <http://www.nfpa.org/freeaccess>.

- Only actual costs for PPE are allowed and will be paid on a reimbursable basis. Allowable costs may be limited to reasonable amounts, as determined by FEMA.
- To receive reimbursement, recipients must provide the following documentation to support the purchase of PPE:
 - Invoices/proof of payment for PPE.
 - Proof that the firefighter(s) have passed an NFPA 1582-compliant physical and are certified as “fit for duty.”
- Eligible PPE Expenditures:
 - One set of PPE for structural or wildland firefighting per new recruit.
 - The SAFER Program considers a complete set of structural PPE to be comprised of one SCBA mask/face piece, one pair of pants, one coat, one helmet, two hoods, one pair of boots, two pairs of gloves, one pair of suspenders, and one pair of goggles. In those jurisdictions where additional PPE, like Personal Safety/Rescue Bailout Systems are statutorily required, the SAFER Program will consider all statutorily required items to be part of a complete PPE set.
 - The SAFER Program considers a complete set of wildland PPE to be comprised of one pair of pants, one coat, one jumpsuit, one helmet, one pair of boots, one pair of gloves, one pair of suspenders, one pair of goggles, one fire shelter, one web gear, one backpack, and one canteen/hydration system.
 - American National Standards Institute-approved retro-reflective highway apparel.

R&R Activity – Eligible Costs and Requirements

Medium Priority:

- Nominal stipends for volunteer firefighters who are involved with, or trained in, the operations of firefighting and emergency response (e.g., Pay-per-Call, Points Based System, etc.). Stipends may only be provided for participation in operational (firefighting) activities, such as duty shifts, operational training and/or responding to incidents.
 - Food vouchers may be used for nominal stipends if the Narrative supports their use as an effective recruitment and retention tool for the department. However, food vouchers must be issued through formally adopted standard operating procedures.
 - Award recipients must maintain records of all food vouchers including firefighter name, amount, date received, and signature of the receiving firefighter.
 - Gift cards may not be used for nominal stipends. For information on gift cards, see Low Priority – Awards/Incentives below.
- Costs to support explorer/cadet, and mentoring programs, such as:
 - One set of station duty uniforms (the SAFER Program considers one set of station duty uniform as one pair of pants, one shirt, one hat, and one pair of boots) for newly recruited cadets/explorers.
 - Training (Non-Immediate Danger to Life and Health (IDLH)).
 - One set of structural or wildland PPE for newly recruited cadets/explorers as defined above, with the following two exceptions: 1) SCBA mask/face pieces are not eligible because PPE for explorers/cadets may not be used in an IDLH atmosphere, and 2)

- physicals for explorers/cadets are not required to meet NFPA 1582.
 - One introductory physical exam per newly recruited explorer/cadet.
- LOSAP or Retirement Program:
 - New LOSAP or Retirement Programs (meaning the department has never had a LOSAP or Retirement Program).
 - Increasing existing LOSAP or Retirement Program coverage to include newly recruited members (FEMA will only fund the increase portion of the program).
 - **Note:** FEMA will not fund LOSAP or Retirement Programs that were previously funded by a SAFER Program grant and were subsequently stopped.
- Insurance packages (e.g., AD&D, workers compensation, disability, health, dental, life).
- Exercise equipment and gym memberships are limited to no more than \$10,000 total per grant award.

R&R Activity – Eligible Costs and Requirements

- Low Priority:**
- New Member Costs - one set of station duty uniforms for each new recruit only (the SAFER Program considers one set of station duty uniform as one pair of pants, one shirt, one hat, and one pair of boots) per the department’s uniform policy.
 - **Note:** Class A (i.e., Dress Uniforms) are not an allowable cost under the SAFER Program.
 - Costs for advanced training not currently covered under the department’s operating budget (e.g., extrication training, specialized equipment training, swift water rescue, etc.). Advanced training requests are only eligible for members who have already met the minimum firefighter certifications required by the AHJ and must closely correlate to the applicant’s recruitment and/or retention goals.
 - Reimbursement to members for lost wages, mileage/transportation, lodging, and/or per diem while attending advanced training are also eligible.
 - **Note:** costs for mileage/transportation, lodging, and per diem must comply with the department’s written travel policies and procedures. If policies are not established, costs will only be reimbursed at the Federal government rate.
 - Single computer or printer for Recruitment and/or Retention Coordinator, Program Manager, and/or Grant Administrator.
 - Awards/Incentive program for participation in operational (firefighting) activities, such as operational training and/or responding to incidents (e.g., length of service plaques, gift cards for top responders, non-uniform clothing).
 - Non-uniform clothing (limited to shirts, jackets, or pullovers) as part of an award program only.
 - **Gift Cards:** a log book for the purchase and issuance of gift cards is required. The log book should include name of recipient, date, amount of card, reason for issuance and signature of recipient. Gift cards should be issued to operational firefighters who have completed the minimum firefighter training required by the AHJ.
 - LED/electronic sign when it is not included as part of a comprehensive marketing program.
 - Fire service association membership fees.

- Projector and/or screen to support classroom training.
- Payments for housing or rent for volunteers at or near the fire station.
- Other costs associated with new recruits (background checks, aptitude tests, etc.).
- Station Modifications/Remodeling/Renovation of Existing Facilities.
 - Remodeling/renovations to an existing facility are allowable (e.g., converting space into bunkroom). The renovations must be minor interior alterations not to exceed \$10,000 total per grant award.
 - Remodeling/renovations may not change the footprint or profile of the building.
 - Any request for modifications to facilities may require EHP review (for details see [Section D: Application and Submission Information – Environmental Planning and Historic Preservation \[EHP\]](#)). Recipients are encouraged to have completed as many steps as possible for a successful EHP Review in support of their proposal for funding (the steps include: coordination with their State Historic Preservation Office to identify potential historic preservation issues and to discuss the potential for project effects; compliance with all state and EHP laws and requirements).
 - Written approval must be provided by FEMA prior to the use of any SAFER Program funds for remodeling or renovation. If awarded funds for remodeling or renovation, recipients may be required to submit evidence of approved zoning ordinances, architectural plans, any other locally required planning permits and a notice of interest.

R&R Activity – Eligible Costs and Requirements

Non-prioritized Costs:

- M&A costs up to three percent of the total awarded amount in accordance with 2 C.F.R. Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. M&A costs must be identifiable and directly related to the implementation and management of the SAFER Program grant. Salaries and fringe benefits for personnel directly supporting the grant are not required to be included in the M&A budget line item.
- Indirect costs for national, state, local, or federally recognized tribal volunteer firefighter interest organizations that are expended pursuant to [Section D: Application and Submission Information](#).
- Up to \$1,500 in grant writer fees for application preparation, but not grant administration. The fee must have been paid within 30 days of the end of the application period and prior to any contact with SAFER Program Office staff or an Offer of Award. For details see [Appendix C - Award Administration Information, Section I. Grant Writer/Preparation Fees](#).
- Audit costs proportional to the total SAFER Program award. Recipients of multiple federal funding sources can only charge a pro rata share of the audit cost(s) to the SAFER Program award, and they must be incurred during the period of performance.

R&R Activity – Ineligible Costs

Ineligible Costs (this list is not exhaustive):

- Salary and benefits for firefighters.
- Retroactive payments or recognition for operational services rendered prior to the grant

award.

- Costs incurred (including the delivery of goods or services) outside of the period of performance except for grant writer fees; see [Appendix - C: Award Administration Information, Section I. Grant Writer/Preparation Fees.](#)
- Fire suppression equipment.
- Vehicles.
- Fire simulators, fire evolution, or fire training props (e.g., burn trailers, forcible entry, rescue/smoke maze, flashover simulators).
- Supplies, expendables, or “onetime” use items such as foam, fuel/propane, breaching materials (e.g., wood or sheetrock).
- Sirens, warning lights for fire department or private vehicles, or other outdoor warning devices.
- Communication equipment including cell phones, pagers, portable radios or Computer-Aided Dispatch systems.
- Video cameras/recording equipment.
- Intruder alerting systems and deployment notification systems.
- Retroactive payments or recognition for non-operational activities (including payments, gift cards, recruitment bonuses or stipends for recruiting firefighters).
- Payments for travel to, or participation in leisure or social activities such as theater tickets, entertainment tickets, and trips (e.g., professional sporting events).
- Costs associated with award banquets, such as food, photographers, refreshments, entertainment, or rental facilities. Reimbursement for actual awards (e.g., plaques and trophies) is eligible.
- Costs for food or refreshments that are not part of a conference or training hosted by the grant recipient (food vouchers can be requested as a nominal stipend but must be provided only under formally adopted SOPs).
- Costs for training currently covered under the department’s operating budget (e.g., tuition or instructor fees for department-mandated, basic-level training).
- Services at a member’s personal residence (e.g., internet access, plowing of driveways).
- Furniture (except for newly converted bunkrooms), televisions, fixtures, appliances (e.g., refrigerators) and entertainment equipment.
- “Giveaways” for recruitment events, such as pencils, pens, t-shirts, cups, mugs or balloons.
- Fees for courses and training that are available free of charge on the internet or at state/local training facilities (e.g., NIMS 100, 700, 800).
- Costs for fuel. Costs for travel to training or other eligible activities are reimbursed through mileage rates.
- Annual medical exams for existing members.
- Payments for student loans.
- Mileage reimbursement for responding to incidents or periodic operational training at the fire house (mileage reimbursement is allowed for other types of training as explained under eligible costs).
- Station internet access/user fees and equipment to install internet (such as routers).
- Continued funding of an existing (or previously funded through the SAFER Program)

LOSAP or Retirement Program.

- Computers in common areas or individual computers for training/education.
- Copiers/printers.
- Incentives for career firefighters within the recipient's fire department.
- Ineligible Explorer/Cadet/Mentoring Programs expenditures:
 - Self-Contained Breathing Apparatus (SCBA), including mask/face piece
 - Anything involving the IDLH atmosphere
 - Any activities precluded by the AHJ.
- Ineligible PPE expenditures:
 - Three-quarter length rubber boots.
 - SCBAs (not including SCBA masks/face pieces).
 - PASS Devices.
 - Spare cylinders.
 - Bomb disposal suits.
 - PPE for hazardous materials and other specialized incidents.
 - More than one set of PPE per newly recruited member (within the period of performance).
 - PPE for existing members.

Appendix C - Award Administration Information

Appendix C contains detailed information on SAFER Program Award Administration. Reviewing this information may help recipients in the programmatic and financial administration of their award(s)

Help FEMA Prevent Fraud, Waste, and Abuse

If applicants or recipients have information about instances of fraud, waste, abuse, or mismanagement involving FEMA programs or operations, they should contact the DHS Office of Inspector General (OIG) Hotline at (800) 323-8603, by fax at (202) 254-4297, or email DHSOIGHOTLINE@dhs.gov.

I. Grant Writer/Preparation Fees

Fees for grant writers may be included as a pre-award expenditure. Fees payable on a contingency basis are not an eligible expense. For grant writer fees to be eligible as a pre-award expenditure, the fees must be specifically identified and listed within the “Request Details” section of the application. FEMA will only consider reimbursements for application preparation, not administration, up to, but not more than \$1,500.

Pursuant to 2 C.F.R. Part 180, recipients may not use federal grant funds to reimburse any entity, including a grant writer or preparer, if that entity is presently suspended or debarred by the Federal Government from receiving funding under federally-funded grants or contracts. Recipients must verify that the contractor is not suspended or debarred from participating in specified federal procurement or nonprocurement transactions pursuant to 2 C.F.R. § 180.300.

By submitting the application, applicants are certifying all of the information contained therein is true and an accurate reflection of the organization, and that regardless of the applicant’s intent, the submission of information that is false or misleading may result in actions by FEMA. These actions include but are not limited to the submitted application not being considered for award, temporary withholding of funding under the existing award pending investigation, or referral to the DHS OIG.

Prior to submission of the application, please review all work produced by grant writers or other third parties for accuracy. In addition, in order to charge grant writer fees to the grant award, the fees must have been paid no later than 30 days after the end of the application period. The following documentation shall be provided to FEMA upon request:

- i. A copy of the grant writer’s contract for services;
- ii. A copy of the invoice or purchase order; and
- iii. A copy of the canceled check (front and back).

Failure to provide the requested documentation may result in the grant writer fee being deemed ineligible and the grant reduced accordingly.

Note: FEMA requires that all applicants identify any individual or organization that assisted

with the development, preparation, or review of the application to include drafting or writing the narrative and budget, whether that person, entity, or agent is compensated or not and whether the assistance took place prior to submitting the application.

II. Maintenance and Sustainment for SAFER Programs

The use of FEMA preparedness grant funds for the costs of repairs or replacement, as well as maintenance contracts, warranties, and user fees may be allowable.

The intent of eligible Maintenance and Sustainment activities is to provide direct support to the critical capabilities developed using FEMA and other DHS grants and support activities. Routine upkeep and the supplies, expendables, or one-time use items that support routine upkeep (e.g., gasoline, tire replacement, routine oil changes, monthly inspections or grounds and facility maintenance) are the responsibility of the recipient and may not be funded with SAFER Program funding.

Generally, when purchasing a maintenance agreement, service contract, or extended warranty for systems or equipment, the period of coverage provided under such a plan may not extend beyond the period of performance of the grant with which the agreement, warranty or contract is purchased.

The duration of an extended warranty purchased incidental to the original purchase of the equipment may exceed the period of performance as long as the coverage purchased is consistent with that which is typically provided for, or available through, these types of agreements, warranties, or contracts. When purchasing a stand-alone warranty or extending an existing maintenance contract on an already-owned piece of equipment or system, coverage purchased may not exceed the period of performance of the award used to purchase the maintenance agreement or warranty. As with warranties and maintenance agreements, this policy extends to licenses and user fees as well.

Even if purchased incidental to the original purchase of the equipment, the duration of an extended maintenance agreement or warranty must also be reasonable for the type of equipment or system being purchased. For example, if a vendor offers a 10-year extended warranty incidental to the purchase of a piece of equipment, but the useful life of that equipment being purchased is five years, the purchase of a 10-year extended warranty would not be a reasonable cost and may not be charged to the grant.

III. Taxes, Fees, Levies, and Assessments

Taxes, fees, levies, or assessments that the recipient is legally required to pay and are directly related to any eligible SAFER Program acquisition activity may be charged to a SAFER Program award pursuant to 2 C.F.R. § 200.470. These charges shall be identified and enumerated in the SAFER Program application narrative, as well as the “Request Details” section of the acquisition activity.

Any avoidable and unreasonable costs that result from the action or inaction of a recipient (or recipient’s agent) or that prevent that recipient from enjoying any lawful exemption, waiver, or reduction of any tax, fee, levy, or assessment directly related to any eligible SAFER

Program acquisition activity, are not chargeable to any SAFER Program award.

Example: Governmental entities and Public Safety Agencies are exempt from some Federal Communications Commission (FCC) fees*, but only if the eligible organization submits an exemption or waiver request to the FCC.

**Government entities are not required to pay FCC regulatory fees. Non-profit entities (exempt under Section 501 of the Internal Revenue Code) may also be exempt. The FCC requires that any entity claiming exempt status submit, or have on file with the FCC, a valid Internal Revenue Service Determination Letter documenting its nonprofit status or certification from a governmental authority attesting to its exempt status. For more information, please visit <http://www.fcc.gov>.*

IV. Excess Funds

After completing the initial projects proposed in the recipient's application, some recipients may have unexpended funds remaining in their budget. These excess funds may result from any combination of under-budget acquisition activities or competitive procurement processes.

These excess funds may be utilized to address an organization's local needs or to mitigate identified capability gaps. FEMA expects excess funds to be obligated concurrent with an award's period of performance to address a known or critical need. An amendment request must be submitted to document the expenditure of excess funds. As a reminder, all costs must be incurred and all goods and services must be delivered or completed within the period of performance in order to be allowable.

V. Payments and Amendments

FEMA uses the Direct Deposit/Electronic Funds Transfer method of payment to recipients.

SAFER Program payment/drawdown requests are generated using FEMA GO. SAFER Program payment/drawdown requests from state or local government entities will be governed by applicable federal regulations in effect at the time a grant is awarded to the recipient and may be either advances or reimbursements. Recipients should not expend funds until all special conditions listed on the grant award document have been met, including completion of EHP review, and the request for payment in FEMA GO has been approved. Recipients should draw down funds based upon immediate disbursement requirements; however, FEMA strongly encourages recipients to draw down funds as close to disbursement or expenditure as possible to avoid accruing interest.

Non-federal entities should keep detailed records of all transactions involving the grant. FEMA may at any time request copies of any relevant documentation and records, including purchasing documentation along with copies of cancelled checks for verification. See, e.g., 2 C.F.R. §§ 200.318(i), 200.334, 200.337.

Advances

Recipients shall be paid in advance, provided they maintain or demonstrate the willingness and ability to maintain procedures to minimize the time elapsing between the transfer of

funds and its disbursement by the recipient (not to exceed 30 days), and the financial management systems that meet the standards for fund control and accountability as established in 2 C.F.R. Part 200. The recipient shall include invoice(s) and/or purchase orders for advance SAFER Program payment/drawdown requests. EHP review requirement must be met prior to advanced payments.

Although advance drawdown requests are permissible, recipients remain subject to applicable federal laws in effect at the time a grant is awarded to the recipient.

Governing interest requirements include the *Uniform Administrative Requirements Cost Principles, and Audit Requirements for Federal Awards* at 2 C.F.R. Part 200 and the *Cash Management Improvement Act* (CMIA) and its implementing regulations at 31 C.F.R. Part 205. Interest under CMIA will accrue from the time federal funds are credited to a recipient's account until the time the recipient pays out the funds for program purposes. For the rate to use in calculating interest, please visit Treasury Current Value rate at https://www.fiscal.treasury.gov/fsreports/rpt/cvfr/cvfr_home.htm.

Reimbursement

Payment by reimbursement is the preferred method when the requirements to be paid in advance, pursuant to 2 C.F.R. § 200.305, cannot be met. In accordance with US Department of Treasury regulations at 31 C.F.R. Part 205, if applicable, the recipient shall maintain procedures to minimize the time elapsing between the transfer of funds and the disbursement of said funds.

Rebates

Recipients shall disburse program income, rebates, refunds, contract settlements, audit recoveries, and interest earned on such funds before requesting additional cash payments, in accordance with 2 C.F.R. § 200.305. The reduction of federal financial participation via rebates/refunds *may* generate excess funds for the recipient if the recipient previously obligated their Cost Share match based upon the original award figures. If the recipient previously obligated their original Cost Share *prior* to the rebate, then the recipient *may* have minimum excess funds equal to the difference between the original Cost Share less the rebate-adjusted Cost Share.

Payment Requests During Closeout

A recipient may only submit reimbursement payment requests up to 120 days after the expiration of the period of performance, during an award's closeout reconciliation per 2 C.F.R. § 200.344. Reimbursement payments are the only eligible type of requests to be submitted after a grant's period of performance has expired. The expenditure must have been obligated and received during the period of performance of the award. The recipient's request should contain clear and specific information certifying that the liquidation of federal funds is reimbursement for an obligation properly incurred during the active period of performance. FEMA may request documentation supporting the reimbursement for review at any time.

Amendments

FEMA may approve SAFER Program award amendments on a case-by-case

basis, for the following reasons:

- Extension of the period of performance in order to complete the scope of work;
- Changes to the activity, mission, retroactive approval (pre-award), closeout issues, and some excess funds requests;
- Budget changes (adding funds to award/non-closeout deobligation of funds).

FEMA will only consider amendments submitted via FEMA GO. These requests must contain specific and compelling justifications for the requested change. Amendments or changes to the scope of work may require additional EHP review. FEMA strongly encourages recipients to expend grant funds in a timely manner, to be consistent with SAFER Program goals and objectives.

Note: A recipient may deobligate (i.e., return) unused funds (i.e., those remaining funds previously drawn down via payment request and/or remaining award funding that was never requested) to DHS/FEMA prior to the end of an award's period of performance. To exercise this option, a recipient must submit an amendment via FEMA GO and state in the amendment that the unliquidated funds (i.e., the funds to be returned) are not necessary for the fulfillment or success of the grant's obligations or mission. The recipient must also indicate in the amendment that it understands that the returned funds will be deobligated and unavailable for any future award expenses. Deobligation of funds will decrease the federal portion of the grant and the amount of the recipient's Cost Share obligation. FEMA will confirm deobligation amendments with all points of contact; after confirmation of the recipient's intent to deobligate, FEMA will hold the approved deobligation request for 14 calendar days as a period for recipient reconsideration before FEMA processes the deobligation request.

VI. Disposition of Grant Funded Equipment

A recipient must use, manage, and dispose of SAFER Program-funded equipment in accordance with the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* at 2 C.F.R. § 200.313. With the exception of state governments, when original or replacement equipment acquired under a SAFER Program award is no longer needed for the original project, program, or other activities currently or previously supported by a federal awarding agency, the recipient must request disposition instructions from FEMA. FEMA strongly recommends contacting the SAFER Help Desk prior to the disposition of SAFER Program-funded equipment.

VII. Post-Award Recipient Responsibilities

Once awarded, recipients under the Hiring Activity must submit a pre-SAFER Program roster listing paid operational/firefighting personnel, in support of NFPA 1710 or NFPA 1720, who are employees at time of award. FEMA compares the pre-SAFER Program roster to names submitted for SAFER Program-funded positions, to ensure that the SAFER Program-funded firefighters are new employees (except under the retention category).

The SAFER Program Office will work with recipients to establish the correct staffing maintenance numbers, which combine the number of pre-SAFER Program and SAFER

Program-funded operational positions. Once this is established, recipients must agree to maintain this number throughout the period of performance by taking active and timely steps to fill any vacancies.

Recipients under the Hiring Activity who lay off any operational personnel during the period of performance will be considered in default of their grant and the award will be terminated. In those situations, recipients may be required to return the federal funds disbursed under the grant award.

Recipients who are unable, due to documentable economic hardship, to backfill non-SAFER Program operational positions vacated through attrition (e.g., resignation, retirement) after receiving an award may petition FEMA to waive the staffing maintenance requirements. Approved waivers allow recipients to decrease and reestablish the staffing maintenance numbers agreed to at the time of award by the number of positions that recipients are unable to fill. To qualify for this waiver, the economic hardship must affect the entire public safety sector in a recipient's jurisdiction, not just the fire department. FEMA will not grant waivers for SAFER Program-funded positions. Recipients who fail to maintain the required level of staffing risk losing federal funds awarded under this grant.

Recipients must agree that, notwithstanding any provision of other laws, firefighters hired under these grants will not be discriminated against or be prohibited from engaging in volunteer firefighting activities in another jurisdiction during off-duty hours.

FEMA strongly encourages applicants, to the extent practicable, to seek, recruit and hire military veterans to increase their ranks within their departments.

Appendix D

In accordance with the Office of Management and Budget's guidance located at 2 CFR part 200, all applicable Federal laws, and relevant Executive guidance, the DHS will review and consider applications for funding pursuant to this notice of funding opportunity in accordance with the:

- President's September 2, 2020 memorandum, entitled Memorandum on Reviewing Funding to State and Local Government Recipients of Federal Funds that Are Permitting Anarchy, Violence, and Destruction in American Cities;
- Executive Order on Protecting American Monuments, Memorials, and Statues and Combating Recent Criminal Violence (E.O. 13933); and
- Guidance for Grants and Agreements in Title 2, Code of Federal Regulations (2 CFR), as updated in the Federal Register's 85 FR 49506 on August 13, 2020, particularly on:
 - Selecting recipients most likely to be successful in delivering results based on the program objectives through an objective process of evaluating Federal award applications (2 CFR part 200.205),
 - Prohibiting the purchase of certain telecommunication and video surveillance services or equipment in alignment with section 889 of the National Defense Authorization Act of 2019 (Pub. L. No. 115—232) (2 CFR part 200.216),
 - Promoting the freedom of speech and religious liberty in alignment with Promoting Free Speech and Religious Liberty (E.O. 13798) and Improving Free Inquiry, Transparency, and Accountability at Colleges and Universities (E.O. 13864) (§§ 200.300, 200.303, 200.339, and 200.341),
 - Providing a preference, to the extent permitted by law, to maximize use of goods, products, and materials produced in the United States (2 CFR part 200.322), and
 - Terminating agreements in whole or in part to the greatest extent authorized by law, if an award no longer effectuates the program goals or agency priorities (2 CFR part 200.340).



City of McMinnville
230 NE 2nd Street
McMinnville, OR 97128
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: February 3, 2021
TO: Mayor and City Councilors
FROM: Kylie Bayer, Human Resources Manager
SUBJECT: Resolution No. 2021-03 Diversity, Equity & Inclusion Advisory Committee Appointment
STRATEGIC PRIORITY & GOAL:



ENGAGEMENT & INCLUSION

Create a culture of acceptance & mutual respect that acknowledges differences & strives for equity.

OBJECTIVE/S: Grow City's employees and Boards and Commissions to reflect our community

Report in Brief:

This is the consideration of Resolution No. 2021-03, appointing volunteers to serve on the Diversity, Equity & Inclusion Advisory Committee.

Background:

On October 6, 2020, the City Council approved Ordinance No. 5097 establishing a Diversity, Equity & Inclusion (DEI) Committee. The City Council gave staff direction to conduct a recruitment and selection process to recommend the seven committee members plus one youth liaison.

As a reminder, the DEI Committee is responsible for the following:

- 1) Advising the Council on policy decisions related to diversity, equity, and inclusion;
- 2) Making recommendations to the Council on public engagement strategies and methods by which McMinnville residents can better participate in the decision-making process;
- 3) Advising the City on culturally responsive service delivery, programming, and communication strategies;
- 4) Updating and overseeing progress on the City's Diversity, Equity and Inclusion Plan;
- 5) Overseeing progress on applicable goals and objectives in the 2019 Mac-Town 2032 Strategic Plan; and
- 6) Identifying local leaders and building leadership capacity in McMinnville's communities of color.

Discussion:

After a thorough and thoughtful process conducted by Mayor Scott Hill, Council President Remy Drabkin, as well as HR Manager Kylie Bayer, the field of applicants has been narrowed from 37 to the 7 presented herein, as well as one youth liaison. Applicants submitted an electronic application

responding to questions regarding their motivation to serve and their specific background or experience applicable to the DEI Committee. All 37 applicants were given the opportunity to interview and 19 participated in the interview process over Zoom. After a lengthy discussion, applicants were recommended based on their application materials and responses to the interview questions. This committee represents numerous cross-sections of McMinnville and has the capacity to make lasting changes and improve outcomes for McMinnville’s communities of color and residents of other diverse backgrounds.

DIVERSITY, EQUITY & INCLUSION ADVISORY COMMITTEE

(2,3 or 4-Year Terms)

Maged Abo-Hebeish	Efrain Arredondo	Christine Bader	Tiffany Hennes
Tony Lai	Larry Miller	Alisha Overstreet	
Youth Rep. Cecilia Flores			

Youth Rep. Alternate:	Alternate 1:	Alternate 2:
Jimena Castaneda Ramirez	Emilio Delgado	Sarah Schwartz

Terms will be determined at an upcoming DEI Committee Meeting.

Attachments:

- 1. Resolution No. 2021-03
- 2. Candidate Applications

Fiscal Impact:

There is no anticipated fiscal impact to the City of McMinnville with this decision.

Recommendation:

It is recommended that the Council move to approve Resolution No. 2021-03 appointing the above listed people to the Diversity, Equity & Inclusion Advisory Committee.

RESOLUTION NO. 2021 - 03

A Resolution Appointing Members to the Diversity, Equity, and Inclusion Committee.

RECITALS:

The City of McMinnville has several Boards, Committees, Commissions, and Task Forces made up of volunteers; and

The City Council is responsible for making appointments to these committees; and

The Diversity, Equity & Inclusion Advisory Committee is made up of seven volunteer community members, one City Council liaison and one youth member; and

On October 6, 2020 the City Council approved Ordinance No. 5097, an Ordinance Adopting a New McMinnville Municipal Code Chapter 2.35, Establishing a Diversity, Equity, and Inclusion Committee; and

The City Council directs the committee to advise the Council on policy decisions to create a more equitable and inclusive community and;

The City Council empowers this committee to be bold in their recommendations and advise the Council with thoughtful input, focus, and leadership.

NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON as follows:

- 1. The City Council appoints the following volunteers and alternates to the Diversity, Equity, and Inclusion Advisory Committee as detailed below.

DIVERSITY, EQUITY, AND INCLUSION ADVISORY COMMITTEE
(2, 3 or 4-year terms)

Maged Abo-Hebeish
Efrain Arredondo
Christine Bader
Remy Drabkin (City Council Liaison)
Tiffany Henness
Tony Lail
Larry Miller
Alisha Overstreet
Cecilia Flores (Youth Representative)

Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined
Expires: To Be Determined

Alternate 1: Emilio Delgado
Alternate 2: Sarah Schwartz
Youth Rep. Alternate: Jimena Castaneda Ramirez

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 9th day of February, 2021 by the following votes:

Ayes: _____

Nayes: _____

Abstain: _____

Approved this 9th day of February 2021.

MAYOR

Approved as to form:

Attest:

City Attorney

City Recorder

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Maged Abo-Hebeish (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
Previously having applied for the Budget Committee, and via interview process, the opportunity to pursue this committee was presented by Scott Hill.
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
In 2013, I earned my Master's in Accounting, following earning my degree in Bachelor of Science in Business Administration, with a focus on Corporate Finance. I have always had a passion for numbers, lean management, and budgeting, which led me to a career in Supply Chain Management. From 2009 to 2019 I maintained various roles in Supply Chain Management at Thermo Fisher Scientific, ultimately managing a diverse team of Production Planners and Buyers for the Life Sciences business exceeding \$200M in yearly revenue before continuing my career at Johnstone Supply. At Johnstone Supply, I am currently responsible for the execution of the strategic vision of a \$2.4B business within the inventory management and purchasing disciplines including Budgeting, Exception Monitoring, and Reporting & Analysis. Within my work experiences, I have led various employee grassroots team, compiled of cross functional teams, diverse personal and professional backgrounds, and various professional levels. This provided me the experience and skill set to successfully solicit, and engage a broad group of individuals, driving forward a variety of grassroots initiatives.
3. Discuss your motivation for serving on this Advisory Committee:
I have always deeply engrained myself in national and state policymaking and governances. As I have recently become engaged to my partner, have decided McMinnville as our home, and a place to grow our business and raise our kids, I have become increasingly aware that local policy-making affects our everyday lives more so than national policies can. Currently, there is an opportunity to meld my passion for local governance and, bring my diverse background and skillsets, to work with a collaborative team in service of the community I have come to call home.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
To understand another person's viewpoints, life experiences, struggles, and joys, you need to truly listen. I believe all too often, folks are eager to share their own viewpoints and experiences, hindering them from listening and absorbing what is being said. While I may not share the same experiences as my fellow citizens, the ability to listen, be honest, communicate, and build trust is the foundation of relationship building I would leverage with individuals and the community.
5. I live in McMinnville
6. I speak Arabic

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Sarah Schwartz (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
I learned of this opening from an article in the News Register.
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
I have a bachelor's degree in Communication Studies, which included a "Communication & Diversity" course. I worked in higher education for five years, where I helped launch a women's resource collective, which curated and designed content aimed at empowering and inspiring young women of diverse backgrounds. Additionally, I co-chaired a committee that orchestrated a week's worth of campus events that explored the intersection of gender & culture. I am dedicated to furthering my intercultural competence, learning about my privileges as a white woman, and being a committed ally to BIPOC.
3. Discuss your motivation for serving on this Advisory Committee:
President Obama once said, "What greater form of patriotism is there than the belief that America is not yet finished, that we are strong enough to be self-critical, that each successive generation can look upon our imperfections and decide that it is in our power to remake this nation to more closely align with our highest ideals?" I love my country, and I love my hometown of McMinnville, Oregon, and wish to be a part of making it a place that celebrates diversity and is faithful in its offering of liberty and justice for all.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
I have participated in several book studies on the topic of race, as well as taken the IDI (Intercultural Development Inventory) to help identify my blind spots when it comes to issues of diversity and equity. I spent 10 years living in a diverse area of southern California, where I was able to build friendships with many BIPOC individuals.
5. I live in McMinnville/I work in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Larry Miller (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
[Latest News Releases (weekly)] Latest News Releases (weekly) email.
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
I have never been on a city advisory committee. I have worked as a liaison on diversity groups in Pierce county. I have worked on diversity action plans for external conferences and conventions, such as MLK day in Tacoma, WA
3. Discuss your motivation for serving on this Advisory Committee:
I think it's important to be involved in the community you reside in. "A 2015 McKinsey report on 366 public companies found that those in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry mean, and those in the top quartile for gender diversity were 15% more likely to have returns above the industry mean." <https://protect-us.mimecast.com/s/-Vf8CBB2ERt0jk0I6CHR5> 'The 2019 Mac-Town 2032 Strategic Plan' is a community and business plan. A more diverse committee will provide a successful ramp.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
I have volunteered at a (underrepresented school in Pierce County) The purpose of this opportunity was to share some technical information and encouragement for young students.

I have volunteered for variety of events focused on career development (including mentoring and networking), cultural understanding, and youth education. Such as Stand up for Kids and employee work programs.
5. I live in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Efrain Arredondo (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
Reading the News Register
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
As a child, I came to this country as an illegal immigrant and now I am proud to serve in my role as a citizen of this country I call home. As a student at Western Oregon University, I served in many roles in the Multicultural Student Union. As a current educator, who serves in many leadership capacities, I continue to strive to better understand the needs of the many different groups of people whom I am proud to call my neighbors.
3. Discuss your motivation for serving on this Advisory Committee:
I believe it is important for all of us to better understand one another. In a world in which we can tailor our experiences, the information we consume, and the way we live, it is becoming increasingly important for us to simply get to know our neighbors. We live in a world in which many of us do most of our interactions in the digital realm with people who think the same as we do. This has led to a growing divide not just politically but socially. I am very motivated to help promote the importance of understanding and valuing the many different people who live in this community. I believe more than ever, it is important to help build bridges and listen to one another in person. We are more divided than ever and this is something that causes me a lot of grief. If elected to this Advisory Committee I will do what I can to help us become a stronger community.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
I have always had a passion for understanding diversity and promoting the value that each different way of life brings. I truly feel our diversity can only make us stronger if we know its value. For me, college was the first time I interacted with people from many different religions, cultures, and sexual orientations. After graduating, I have continued seeking to better understand the differences between equality and equity. My family is bi-cultural and it is important for them to see the value of both their American and Mexican cultures. It is also important for them to see the value of the many other groups who reside in the Willamette Valley. My family attends cultural events such as the Native American Pow Wows, the Newberg Camellia Festival, Community Center, and Public Library events.
5. I live in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Emilio Delgado (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?

I heard about this opportunity from an acquaintance.

2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:

I was born in Mexico and was brought to the United States by my parents at the age of three. My parents became US Permanent Residents and my father later became a US Citizen. I grew up undocumented and did not obtain my US Permanent Residency until after I graduated high school; waiting for adjustment of status takes a long time. I later became a US Citizen.

I understand the struggles of the Latino community as I grew up in the struggle. I know that I am privileged to be where I am at today. I obtained a bachelor's in business administration and master's degree with a focus in public and nonprofit administration. I am an auditor by profession and understand policies, rules and regulations.

I am a graduate of the Hispanic Metropolitan Chambers Latino Leadership Program which cultivates Latino career and leadership advancement to influence inclusive, sustainable community and economic development. I am currently attending Unid@s for Oregon at Latino Network, which focuses on transformational relationships and leadership skills.

3. Discuss your motivation for serving on this Advisory Committee:

I want to give back to the McMinnville Community. I want to give a voice to those that typically do not have a seat at the table. I am Mexican by birth and American by choice and I am proud of both. I am bilingual and bicultural and believe that I can help McMinnville build a bridge to better understand all of our community members.

4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?

I have built relationships with people of different backgrounds than my own throughout my life, mostly in education and employment. In my journey, have learned that listening to understand is key to building relationships and supporting/uplifting one another is key to building vibrant and engaging communities. I would like to be a part of the DEI advisory committee to help in this effort.

5. I live in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Jimena Castaneda Ramirez (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
Through my Leadership Advisor at McMinnville High School!
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
I live in a Hispanic Household. I grew up speaking Spanish at home and learning English at School. With my background, being a Bilingual student, I got the chance to hold leadership positions and be able to learn things that showed me my biases, that were/are wrong and I am still learning to push them away so I can be mindful of others losses because of my privilege(s). I recognized that I have a privilege, even if I'm not White.
3. Discuss your motivation for serving on this Advisory Committee:
Throughout my life, I've tried to expand my horizons and find ways to help people in different ways. Now that I am almost 18, I want to be able to learn and make an impact on BIPOC, LGBTQ+, and all that are less advantaged compared to White people. Finding ways to be able to learn about our own prejudices, and be able to give my perspective, being a BIPOC me. I want to have my own perspectives/opinions heard and listened to but also give my understanding of what I should be doing for the Black Community, which at the moment is experiencing more than ever, loss of their equality/rights that they deserve as American Citizens. Being a part of this Committee will allow me to be more willing to speak out and make mistakes so I can become an advocate for people who deserve justice and equity that right now seems like it's being lost.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
Being in my Leadership Class at Mac High, became an outlet for me to notice not only how much I should be doing for myself, but also people who have different backgrounds, or ethnicities. The usage of social media has been a good resource to be aware of how much I should be in the know of and sharing resources that can help spread information. What I mean by that is: read, hear, listen so we show that not only should we be spreading the info but also trying to act with the understanding that something occurred because of a racist act. Action has been a struggle for me, and this committee will be an opportunity to become better. On the contrary, expanding my understanding and building relationships is still becoming better over time. Understanding more and more about how our state/local levels should be making changes by using individuals who have ideas to lessen the racism that is ongoing since the beginning of our history. I'm not an expert but I have the willingness to learn and make our world a better place. I believe this committee can bring small changes that can potentially lead to the state level!
5. I live in McMinnville/I work in McMinnville/I attend school in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Alicia Overstreet (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
I am part of the BIPOC Connect Facebook Group and this application link was shared in the group.
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
I am first and foremost a person of color with lived experiences living in our community and loves the Willamette Valley. My husband, a combat veteran, and I are an interracial couple with two children. One of our youth navigates developmental disabilities and other challenges; therefore, we have lived experience with access to several services in McMinnville for our youth.
I have a Bachelor's in Psychology and am currently enrolled in my second year of a Master's program majoring in Forensic Psychology. Currently, I serve as the Vice President and Secretary for a non-profit status-seeking family advisory council based out of Yamhill County. Additionally, I attend several levels of advisory councils on the local and state level.
3. Discuss your motivation for serving on this Advisory Committee:
My motivation for serving on this Advisory Committee is to be seen as an equitable, knowledgeable, and informed person with a vision of diversity, equity, and inclusion being a vital and interwoven part of our community. My hope is that one day an Advisory Committee such as this one will be obsolete and unnecessary, because diversity, equity, and inclusion are as instinctive as breathing.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
I have been part of advisory groups in our community. My husband and I come from very different backgrounds, I have friends and acquaintances from different backgrounds and I actively seek opportunities to build new relationships and foster those I have already formed. I enjoy informing myself about cultures and belief systems different from my own.
5. I am connected to McMinnville in another way, I attend Systems of Care, am involved in various advisory efforts, utilize services and my husband attends Linfield

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Tony Lai (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?

A friend.

2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:

Moved to McMinnville in 2005. I have a bachelor's degree in Psychology and Master's Degree in Counseling, (emphasis in community counseling). I have directly with trauma caused by poverty, addiction, abuse, mental illness, divorce, to name a few. I have completed training in collective trauma and generational trauma. My lens will be through the neurobiology and how the events impact our brains.

I was appointed by Oregon governors to serve two terms (6 years to total) on the Oregon Board of Licensed Professional Counselors and Therapists. I am familiar with working with state legislatures as it's our board's role to make laws and rules recommendations. I worked with both parties and diverse group of board members.

3. Discuss your motivation for serving on this Advisory Committee:

This current political climate reminded me that I can no longer to be silent and need to be on the forefront to promote unity, compassion, and kindness. I am a person of color and lived in the US for 40+ years. For the first time, I was made aware that I am not "one of us." I like to think I am doing my part to bring a little kindness into my little circle of the world.

4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?

I am a person of color (Asian descent). I moved to a rural Missouri town (population 286) when I was 8 yo old from Taipei, Taiwan. Imagine the cultural shock. All my life I have learned to assimilate and get along with people of different ethnicity, spiritual, and social economic philosophy is always been that we are human beings. In my professional work, I have completed training to work with poverty, generational trauma, how to be a LGBTQ ally. I have been at the Yamhill County Family and Youth Services for the last 9 years where majority of our clients are on OHP.

5. I live in McMinnville/I work in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Christine Bader (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?

Facebook posts in various McMinnville groups

2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:

I have spent most of my career developing and examining policies and programs to ensure that organizations respect human rights. My most recent full-time position was as Amazon's first director of social responsibility, from 2015-17. That experience capped off nearly 20 years in the field of corporate social responsibility, a wide-ranging discipline that aims to improve companies' social and environmental impacts – including how businesses treat all of their stakeholders.

Early in my career, I worked in the New York City Mayor's Office as a special assistant to the Mayor's Chief of Staff and Deputy Mayor; and served with City Year, an AmeriCorps program putting a diverse group of young leaders to work in underserved public schools. More recently I have worked as a career coach and facilitator, having undergone training through the Co-Active Training Institute (formerly the Coaches Training Institute) and Dialogos's Leadership for Collective Intelligence Program, and undertaken a range of related activities including supporting The OpEd Project, a social enterprise whose mission is to broaden the range of voices in public discourse.

I am now primarily freelance writing, focused on The Life I Want, a storytelling project I launched with a friend about fixing work – largely motivated by our desire to see a world of work with greater equity and inclusion.

I have worked in difficult environments, influencing policy in entities as diverse and complicated as Amazon, the United Nations, and New York City government; on topics on which everyone has an opinion, and those opinions needed to be corralled into practical actions and metrics, through processes by which everyone felt like their voices were heard.

My experience is directly applicable to the work of the Mac DE&I Advisory Committee, in both content and skill set, and I would be honored to serve.

3. Discuss your motivation for serving on this Advisory Committee:

I love McMinnville's community spirit, but see how much more work there is to do to ensure that its population is represented in its policies and leadership, from the board of my kids' school's P.T.A. to the county's elected officials. I don't want my children to grow up in a place where people of color in leadership are a novelty, and after all of our conversations this year about racial equity and justice, I want them to see what it looks like to put those principles into practice in our hometown.

I moved to McMinnville with my husband and now-8-year-old twins in the summer of 2019. As the pandemic disrupted my ability to explore my new community, I reverted to participating in

my former communities virtually from a distance, but have been hungry to figure out how to get more involved locally.

As 2020 has unfolded, my desire to apply my experiences to serve has grown even stronger. I profiled the high school students who organized the Black Lives Matter protests in McMinnville for the News-Register, but I want to exercise more than just my writing muscle, and apply my skills and experience to what is needed here today.

My desire to serve on this committee is sincere and strong, and I believe that I can make a substantial contribution. But if I am competing with a qualified person of color for a spot on the committee, I ask that you select that candidate instead of me; I am half-Filipina but look white, so generally do not claim the lived experience of a person of color.

4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?

Growing up in the New York City public school system, born to a Filipina immigrant and a Caucasian father, it was impossible not to build relationships with people of different backgrounds!

I have continued to seek out diverse communities and varied experiences my entire adult life, not merely for my personal edification but to find ways to serve, bring us together, and build a better world: from three different nonprofit and public sector fellowships after college, to going abroad after business school in a career that took me to live in Indonesia, China, and the United Kingdom and exposed me to a global range of people and communities and issues.

While working in London I met my husband, an Englishman who provides a never-ending stream of opportunities for cross-cultural communication. We have traveled extensively together and hope to instill an adeptness at bridging cultural gaps with our kids: For the 2018-19 school year we lived in Indonesia, not in an expatriate enclave but in a local village, and achieved conversational fluency in Indonesian while immersing ourselves in cultural experiences including working alongside Balinese rice farmers for an entire rice planting cycle.

As mentioned above, I've undertaken two training programs – the Co-Active Training Institute (formerly the Coaches Training Institute) Fundamentals and Dialogos's Leadership for Collective Intelligence Program – which have strengthened my ability to both lead and listen, and hold my opinions while separating them from my ability to listen and discern what is needed. I would consider it an honor to apply those skills to serve on the DE&I Advisory Committee.

5. I live in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Cecilia Flores (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
Through a colleague of mine at Linfield.
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
I do not have much experience besides starting a Diversity club at my High School. I was also involved in leadership in High School.
3. Discuss your motivation for serving on this Advisory Committee:
Most of my motivation comes from being a "minority" in McMinnville. I moved to McMinnville from California around the age of 10 and had a complete culture shock. I had not seen a white person til I moved here. Then I realized the population mainly white and I learned what a minority was and I was one. That took a toll on my experience here and growing up. It was hard not seeing many people around me that looked like me. From my teachers, store clerks, students around me, and people who were important figures in McMinnville, most of them had the same look: white skin, light hair, and colored eyes. Once I got into high school I saw more students who looked like and a few staff members too but that wasn't til five years after I moved here. After realizing I had the power to change things around me I made it a goal of mine to become involved in school and help empower the voice of the "minorities" at my high school. Another root of my motivation comes from my socioeconomic background. I come from a family
4. Growing up it was difficult for my parents to find jobs, especially since one of them is an immigrant and neither of them finished their education. This strained us financially and we struggled. Overall, my main and true motivation is to help and show people that are in the same situation as me that they are able to make change. I also want to amplify their voices and make sure there needs are met.
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
I am an active listener with an open mind. In the beginning of my life I was surrounded by people very different than me since that was a norm. Growing up with people from all different backgrounds such as socioeconomic, cultural, and moral background helped me understand that there are different kinds of people in the world and there is no "right" kind of person. This played into how I build relationship and expand relationships with people of different backgrounds. Being a person of a different background also helped me in this process. Education and actively seeking content from other backgrounds to learn about also played into building relationships, helping me learn the basics of other cultures and understanding what I may run into. Actively avoiding assumptions and stereotypes are other things I practice. Lastly, reflection within myself and seeking implicit biases I may have. When I due make a mistake in the relationship I have with others from different backgrounds I make it a goal to recognize when I am wrong and when I have done wrong and owning my actions and apologizing.
5. I live in McMinnville/I work in McMinnville/I attend school in McMinnville

Application for City of McMinnville Diversity, Equity & Inclusion Advisory Committee:

Tiffany Hennes (all personal contact information has been redacted)

1. How did you hear of this Advisory Committee opening?
It was shared in the BIPOC Connect Yamhill County Facebook group by Miriam Vargas Corona.
2. Briefly describe your background and experience including any special training that pertains to your participation in this Advisory Committee:
I am a transracial adoption educator and marketing coordinator for a non-profit called Be the Bridge that specializes in educating and training people to have bridge-building conversations about race. I am also the leader of a local Be the Bridge group for Yamhill County. This year I created the BIPOC Connect Yamhill County group to facilitate connection and discussion among racial/ethnic minorities who live and work in Yamhill County. I'm on the Leadership Council for the local movement of Safe Families for Children and recently completed the Oregon Humanities Community Conversations Facilitator Training. This month I will be presenting on antiracism and adoption with Be the Bridge and in the 3rd workshop for Community Equity & Action hosted by the Chehalem Cultural Center.
3. Discuss your motivation for serving on this Advisory Committee:
I am a biracial Asian/white, transracial adoptee, raised by a white family in a predominately white, rural, Oregon town. My personal experience of racial isolation, even within my own family, led me to self-educate on race/ism and how systems and policies impact our experiences of identity, belonging, community and equity. There is great strength in the diversity of McMinnville's citizens but no certainty on how best to tap into that resource. I see this committee as an opportunity to leverage my experience and knowledge in a way that will have a direct impact on the quality of life for all McMinnville residents, but especially those who belong to marginalized groups. "We rise by lifting others." - Robert Ingersoll
4. What have you done to expand your understanding of and build relationships with people of different backgrounds than your own?
In college, I studied abroad twice to learn about different cultures and world views. Today, I continue to expand my understanding by making it a priority to read/watch content created by people with different backgrounds and life experiences. This ranges from text books to works of fiction and from documentaries to animated films. I seek out cultural events that are open to the public (e.g. powwows hosted by the Confederated Tribes of Grand Ronde) and cultural significant historical landmarks. Hosting community discussions and attending other public events (like books clubs or volunteer opportunities) is one way I build relationships with people of different backgrounds. My social circle in McMinnville primarily consists of racial/ethnic minorities, many of whom belong to a different religion or have a different sexual orientation than I do.
5. I live in McMinnville



**City of McMinnville
Fire Department**
175 NE 1st Street
McMinnville, OR 97128
(503) 435-5800
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: January 25, 2021
TO: Mayor and City Councilors
FROM: Rich Leipfert, Fire Chief
SUBJECT: Resolution # 2021-06 Approval of Personal Services Agreement with ESCI for Cost Budget Analysis and Standards of Cover



COMMUNITY SAFETY & RESILIENCY

Proactively plan for & responsively maintain a safe & resilient community.

OBJECTIVE/S: Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

Report in Brief:

We are asking City Council to authorize the contract with Emergency Services Consulting International (ESCI) to provide a Budget/Cost Analysis and Standards of Cover for a potentially new Fire District. This work is in line with our Mac-Town 32 Strategic Plan and a continuation of the City Council Goal to move toward creating a fire district with our partners. This work will be critical in determining service levels and tax rates necessary to support those service levels for what we hope will be a new fire district.

Background:

The City entered into a personal services agreement with ESCI to Conduct the Feasibility Study for Fire Department consolidation efforts last fiscal year. The agreement was solicited through a cooperative purchasing agreement with Fire Rescue GPO. The cost of the feasibility study was \$67,851. Our partners in the Feasibility Study contributed \$21,000 to the project.

At the completion of the Feasibility Study it was recommended to move forward with a Strategic Implementation Planning process and a public meeting process. This is ongoing at this time and will help determine which organizations are ready to move forward with partnering in a new district. The cost of this planning is \$16,820.

Once the partners who are interested in moving forward are identified, the Budget / Cost Analysis and Standards of Cover will be needed to guide the planning of service levels and tax rates needed to support those service levels. This contract cost is \$44,010. These partners will also be asked to contribute to the cost of the work.

Discussion:

The addition of this agreement to the previous costs of the project, will place the total cost over the amount the City Manager may authorize for professional services on a single project.

Attachments:

Resolution No. 2021-06
ESCI Implementation Strategic Plan Facilitation and Cost/Budget Analysis & Standards of Cover
Personal Services Agreement.

Fiscal Impact:

Previously approved:

Feasibility Study:	\$67,851 FY 19 funds
Strategic Implementation Process:	<u>\$16,820 FY 20</u>
Subtotal:	\$84,671

Current Requested Authorization:

Cost/Budget Analysis & Standards of Cover	\$44,010 FY 20
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Total Project Cost:	\$128,681
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Recommendation:

Approval of Resolution No. 2021-06 authorizing the City Manager to execute the Personal Services Agreement with ESCI in the amount of \$44,010 for a Cost/Budget Analysis and Standards of Cover Study.

RESOLUTION NO. 2021 - 06

A Resolution authorizing the City Manager to enter into a Personal Services Agreement with Emergency Services Consulting International (ESCI) for a Cost /Budget Analysis & Standards of Cover for work related to the Fire Department Consolidation Efforts.

RECITALS:

The Original proposal received for the Yamhill County Cooperative Services Feasibility Study was solicited through a cooperative purchasing agreement using Fire Rescue GPO. Emergency Services Consulting International (ESCI) was awarded the contract since they met the purchasing requirements through the cooperative purchasing agreement in the amount of \$67,851.

The Feasibility Study identified that consolidation was viable. A strategic implementation process was identified as necessary to identify interested partners and plan for a new consolidated district. This agreement with ESCI was for \$16,820 and has already been executed.

The final phase of the planning for a potentially new fire district will be a financial modeling and Standards of Cover. This will assist in planning the service levels and tax rates needed to support those service levels. This agreement will cost \$44,010.

The final agreement cost of \$44,010 when combined with the other agreements already approved, will exceed the amount the City Manager may authorize for the professional services agreements.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMinnville, Oregon, as follows:

1. That entry into a Personal Services Agreement with ESCI for a Cost Budget Analysis & Standards of Cover is hereby approved.
2. The City Manager is hereby authorized and directed to execute the Professional Services Agreement with ESCI.
3. This Resolution shall take effect immediately upon passage and shall continue in full force and effect until revoked or replaced.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 9th day of February 2021 by the following votes:

Ayes: _____

Nays: _____

Approved this 9th day of February 2021.

MAYOR

Approved as to form:

Attest:

City Attorney

City Recorder



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

PERSONAL SERVICES CONTRACT

This agreement made this ____ day of ____ 2021, by and between **City of McMinnville** and **Emergency Services Consulting International** doing business as an Oregon corporation in Wilsonville, Oregon, hereinafter called **ESCI**.

WITNESSETH:

1. If any of the listed partner agencies declines to participate in the study, that ESCI will renegotiate the price to reflect the change.
2. For and in consideration of the payment, agreements, and scope of work herein attached as **Attachment A** to be made and performed, Client and *ESCI* hereby agree to commence and complete the consultation, to provide the work described, and comply with the terms of the contract to conduct a Financial Cost/Modeling and Standards of Cover (**Project**).
3. *ESCI* will furnish labor, materials, and other services necessary to complete the **Project** for Client, and Client shall provide to *ESCI* the information, data, and assistance required as specified in the attached scope of work.
4. Fees: The Client shall pay *ESCI* a sum not to exceed **Forty Four Thousand Ten Dollars (\$44,010) including expenses**. Client shall pay *ESCI* according to the following schedule:
 - A. Monthly payments as work progresses
 - B. Payment shall be made within 30 days of receipt of invoice
5. This agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns.
6. The laws of Oregon shall govern this agreement.
7. *ESCI* shall comply with all federal, state, and local laws applicable to the work under this agreement.
8. Termination. Client may terminate this agreement for any reason upon thirty (30) days written notice to *ESCI*. Payment for all work completed and expenses incurred up to the time of termination shall be due immediately upon termination by Client.
9. Amendment. This agreement may be amended by mutual written agreement of all parties.

10. Independent Contractor. *ESCI* is engaged as an independent contractor and will be responsible for any federal or state taxes applicable to the payments under this agreement. *ESCI* is not currently employed by Client and will not be under the direct control of Client. Because *ESCI* is an independent contractor, Client will not be liable for any tax withholding, social security payments, state workers' compensation insurance, unemployment insurance, retirement system payments, or other similar expenses normally payable on behalf of employees of Client.
11. Indemnification. *ESCI* agrees to indemnify, defend, and hold harmless Client and its officers, agents and employees, from and against any and all claims, losses, actions, or judgments for damages or injury to persons or property arising out of or in connection with the acts and/or any performances or activities of *ESCI*, *ESCI's* agents, employees, or representatives under this Agreement.
12. Attorney Fees. If suit, action, or arbitration is brought either directly or indirectly to enforce the terms of this agreement, the prevailing party shall recover, and the losing party hereby agrees to pay, reasonable attorney's fees incurred in such proceeding, in the trial and appellate courts, as well as costs and disbursements as ordered by a court of competent jurisdiction.
13. This agreement is an integrated writing, executed by the parties after negotiation and discussions of all material provisions. None of the parties to this agreement have relied upon inducements, concessions, or representations of fact, except as set forth in this agreement.

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

City of McMinnville

By: _____ Title: _____ Date: _____
Signature

Emergency Services Consulting International

By: _____ Title: _____ Date: _____
Signature

North Yamhill Valley Fire Protection District Planning & Implementation City of McMinnville, Oregon

Project Description and Scope of Work

Implementation Strategic Plan Facilitation and
Cost/Budget Analysis &
Standard of Cover Study

January 2021



Emergency Services
Consulting International

Cover Letter

January 11, 2021

City of McMinnville
Attn: Fire Chief Rich Leipfert
175 SE 1st St., McMinnville, OR 97128

RE: Proposal for the Facilitation of an Implementation Strategic Plan, Cost/ Budget Analysis, and Standards of Cover Study

Dear Chief Leipfert,

Emergency Services Consulting International, Inc. (ESCI) is pleased to provide this proposal for consulting services for the development of a Consolidation Implementation Strategic Plan, costing and detailed financial analysis of the proposed fire district, and a Standards of Cover (SOC) study to be utilized by the City of McMinnville and other participating agencies in the formation and implementation of the proposed North Willamette Valley Fire Protection District (NWVFPD). ESCI staff and subject matter experts will produce a professional-grade Implementation Strategic Plan, Financial Analysis, and SOC report while working directly with staff and provide instruction and guidance on the development of the Standards of Cover to be utilized in the formation and implementation of the recommended NWVFPD.

ESCI will facilitate and collaborate on the development of an Implementation Strategic Plan to include a review and discussion of stakeholder's current expectations and concerns, assessment of current participant status, and planning efforts; Implementation Mission, Vision, and Values and the formation of initiatives, goals, and objectives; with recommended implementation plans and action items; and performance measures.

The financial analysis will build upon the cooperative service financial analysis and address specific revenue, expenditure, debt management, and fiduciary functions, and provide financial details for the formation and sustainability of the NWVFPD. The SOC report will include a review and analysis of current conditions, resource deployment, unit performance, and recommendations for future service delivery. The analysis and final report will follow the methodology described in the "Community Risk Assessment: Standards of Cover, 6th Edition," published by the Center for Public Safety Excellence (CPSE). All report elements will be completed by ESCI staff in consultation and collaboration with staff for the purpose of creating templates and instruction on how staff can create and update these types of reports and studies in the future.

We appreciate your consideration of ESCI's services and look forward to working with the City on this project. Please contact me if you have any questions or if you need additional information.

Sincerely,

Sheldon Gilbert, *Chief Executive Officer*
Emergency Services Consulting International
Esci.us | Direct: 940.453.1366 | Sheldon.Gilbert@esci.us

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Company Profile

ESCI 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's 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.
- 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, 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.

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.

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

Project Plan & Scope of Work (SOW)

SOW: Implementation Strategic Plan

ESCI is pleased to propose consulting services for the development of an Implementation Strategic Plan. For this project, ESCI proposes the following scope of work, and plans to complete all work within 120 days following acceptance of this proposal and execution of a professional consulting services contract.

Phase I: Project Preparation

Task 1-A: Project Initiation & Scheduling

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

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

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

Phase II: Customer-Centered Environment Assessment

Task 2-A: Stakeholder Focus Meetings

In order to provide members with an opportunity to participate ensure their interests and concerns are addressed in the planning process, ESCI's Project Manager will conduct virtual meetings with all participating agencies and work with the ESCI staff to develop a data collection tool/survey to gather consistent input. The tool/survey will be designed to gather detailed feedback related to several aspects of the participants' priorities, opinions, and expectations related to district formation elements such as governance, finance, service delivery, core services and programs, positive and corrective issues, and recommendations for the Implementation Strategic Planning process.

ESCI will obtain feedback confidentially. This will be accomplished using a virtual internet-based forum (Go To Meeting) with input tools accessible by the intended participants. The feedback session/survey results will be delivered directly to the ESCI Quality Assurance Manager, who will develop and produce an executive summary of the feedback session results that can be used as part of the strategic planning workshop.

Task 2-B: Public Meeting(s) and Assessment of Customer Needs and Expectations (Optional)

ESCI facilitators will help the proposed District identify and invite external stakeholders and community leaders to an ESCI-facilitated meeting to address issues and gain a perspective on external stakeholder needs and expectations. We recommend that the representatives of this focus group include, but not be limited to:

- Business owners and local industry leaders
- Homeowner associations, civic organizations, and service groups
- Citizens who have been recipients of emergency services
- Media representatives
- Other community leaders

ESCI will facilitate these group meetings with the presence of one agency representative, usually a chief or chief officer, to act only as a technical resource and to answer questions that may arise that the facilitator is unable to answer.

In addition to facilitating public meeting(s), ESCI may utilize surveys and questionnaires to gather necessary information. This step is critical, as it ensures that customer needs and concerns are incorporated into the strategic plan. The process will seek to identify:

- How customers prioritize the services provided by the proposed District
- Customer expectations and areas of concern
- Customers perceptions about service delivery

Phase III: Planning Workshop

ESCI will facilitate the development of an Implementation Strategic Plan utilizing a local planning team (15 to 25 persons) that includes representatives of the participating agencies (Recommended, City Manager, Elected City Official, Fire Chief, District President, Labor and Management Representatives). The strategic planning process will involve a two-day strategic planning "retreat" to be held on consecutive days at an appropriate location within the community suitable for both full group sessions, as well as breakout small group work sessions.

Task 3-A: Vision, Mission, and Values

ESCI's experienced facilitators will guide the local planning team in the development of meaningful vision, mission, and values:

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

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

Task 3-B: Internal and External Assessments

ESCI will guide the local planning group through the honest and objective assessment of internal issues and external challenges, also known as the SWOT-C Analysis.

- Internal Assessment: Strengths and Weaknesses of the District
- External Assessment: Opportunities, Threats, and Challenges facing the District

Analyzing the strengths, weaknesses, opportunities, threats, and challenges of the District is the next critical step in the strategic planning process. **Strengths** are important as they represent areas of the District to be built upon, and **weaknesses** are areas to be identified as potential sources for improvement. **Opportunities** are vital to the future of the District and should be viewed as positive prospects for growth and enhancement, while **threats and challenges** must be identified and addressed in advance, where possible. Other critical issues facing the District may be identified by the strategic planning group at this point as well. These may include issues that the strategic planning group identifies as issues critical to the health and success of the District.

Task 3-C: Initiatives, Goals, and Objectives

ESCI will guide the local planning team in the establishment of initiatives, goals and objectives, critical tasks, and timelines that are imperative to the District and the participation of individual members.

- Establishment of organizational initiatives that will serve as major planning and implementation headings/committees with subsequent goals and objectives with associated tasks and measurable criteria
- Establishment of organizational goals that address the identified concerns of the external and internal customers over a one-to-five-year timeframe
- For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful
- Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria
- Development of reasonable time for completion

Attainment of this task will be demonstrated by the establishment of realistic initiatives, goals, and objectives for the District. In order to meet its mission, the establishment of these elements is essential to providing the District and the individual members with a clear direction.

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

Task 3-D: Outcome/Performance Metrics

ESCI will direct the implementation planning teams in discussions regarding establishing performance measures that assist the District implementation teams in measuring progress toward the organizational vision. This will be an ongoing process and may initially involve concepts of performance measurement that will require modifications in the collection of necessary data as the District becomes more focused on measuring achievement and outcomes.

Phase IV: Development, Review, and Delivery of the Implementation Strategic Plan*Task 4-A: Publication of the Final Implementation Strategic Plan Report*

ESCI will develop and provide the client with a draft Implementation Strategic Plan electronically for review and comment. Any changes noted on the draft will be addressed by ESCI, which will then produce five publication-quality bound, final versions of the written Strategic Plan document. An electronic version of the document will also be provided. If desired, a formal presentation of the Strategic Plan will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary to include the following:

- Executive summary to include methodology summary, primary findings, and key recommendations
- Review and explanation of primary supportive charts, graphs, diagrams, and maps
- Supportive audio-visual presentation 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)

SOW: Fiscal Analysis and Modeling

ESCI will build upon the cooperative service study financial analysis and modeling by uses computer-driven model budgets for each agency. This analysis will allow a comparative examination of the actual public costs for each fire agency, and as a tool for analyzing the financial effects of the formation of the NWVFPD and an initial budget for the new District. Budget modeling will also be provided to measure the effects of the proposed change(s). Funding mechanisms are Identified, and financial outcomes are provided for each desired financial model.

- Review and analyze department budgets and revenues
- Review separate budgets
- Develop projected consolidated budget extending to a minimum of five years
- Identify financial issues of consolidation
- Identify debt and unfunded liabilities and recommend strategies for the fire district formation and sustainability
- Identify areas of short and long-term savings and costs
- Provide and initial fire district budget for the proposed NWVFPD

A fiscal analysis is an important component of the emergency services evaluation. Long-term survival of an emergency services system requires that the system be adequately funded. ESCI determines the fiscal state of each agency and develops recommendations on improving the financial resources available for emergency services. All recommendations are consistent with the municipalities' financial capability to provide adequate, cost-effective services to citizens. In addition, budgeting practices are thoroughly examined, and alternate methodologies may be suggested.

ESCI will present an evaluation of various funding models and alternatives to assist the region in the sharing of the cost of providing any consolidated or merged emergency services. Presented alternatives will include, but not necessarily be limited to, the following:

- Funding based on:
 - Redirected funds
 - Charitable foundations
 - Mill levy
 - Debt and unfunded liabilities
- Cost allocation based on:
 - Area
 - Assessed value
 - Deployment
 - Service demand
 - Fixed rate
 - Population
 - Multiple variables

SOW: Standards of Cover

ESCI is pleased to propose consulting services for the development of a Standards of Cover document. For this project, ESCI proposes the following scope of work, and plans to complete all work within 120 days following acceptance of this proposal and execution of a professional consulting services contract.

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 District's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for this 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 exchange 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 District's assigned liaison. This data will be used extensively in the analysis and development of the CRA/SOC document. The documents and information relevant to this project will include, but not be limited to, the following:

- ESCI Information Request for CRA/SOC projects
- Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Target hazards inventory

Phase II: Community Risk Assessment Development

ESCI will conduct an all-hazards analysis of the community based on the elements included in the following objectives. The purpose of this evaluation is to assess the District's hazards, threats, vulnerabilities, and risks in comparison to recognized standards and best practices, as well as to create benchmarks against which to compare future improvement.

Task 2-A: Description of Community Served

An overview of the organization will be developed to include:

- Community characteristics, including general location, history, geography, topography, climate, local government type, jurisdictional area, and surrounding jurisdictions
- Demographic characteristics
- Transportation networks
- Physical assets protected
- Planning zones, or fire management (response) zones

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

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

Task 2-B: Review of Community Expectations and Performance Goals

ESCI will examine and document the levels of service historically provided. Within this analysis, the service area will be evaluated based on population density and fire management zones that will be used in the development of future performance objectives. ESCI will use the fire management zone noted above combined with input from citizens, elected officials, and other stakeholders to determine the appropriate level of service.

Task 2-C: Community Risk Assessment

ESCI will analyze community risks and land uses and interpret the impact on emergency service planning and delivery. Land use, zoning classifications, parcel data, ISO fire flow data, economic value, building footprint densities, occupancy data, and demographic information may be used, along with specific target hazard information, to analyze and classify community risk by:

- Location
- Type
- Probability
- Planning and capabilities
- Impact or consequences
 - Economic, social, historical, cultural, and environmental
 - Effect on District response capabilities

Task 2-D: Spatial Visualization of Data and Information

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

- Overall geospatial characteristics including political and growth boundaries, construction, and infrastructure limitations
- Topography including response barriers, elevation extremes, and open space/interface areas
- Transportation networks including roads, rail lines, airports, and waterways
- Evaluation of physical assets protected
- Risk Assessment Methodology
- Community-wide hazards, threats, vulnerabilities, and risks
- Risk Assessment Matrix
- Community safety and remediation programs
- Community fire protection and detection systems
- Community loss and save information
- Risk by response category and planning/demand zone
- Data visualization to include probability, consequence, and organizational impact (resiliency)

Phase III: Standards of Cover Development

ESCI will conduct an organizational analysis of the District based on the elements included in the following objectives. The purpose of this evaluation is to assess the NWVFPD's operations in comparison to industry standards and best practices, as well as to create benchmarks against which to compare future improvement.

Task 3-A: Description of the District

An overview of the District will be developed evaluating:

- Service area general population and demographics
- Contributing factors
- History, formation, and general description of the community
- Governance and lines of authority
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 3-B: Review of Services Provided

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

- Description of the current service delivery infrastructure
- Review of emergency response services by type
- Review and evaluate operational staffing levels, distribution, and assignment
- Review staff allocation to various emergency functions
- Review staff scheduling methodology

Task 3-C: Capital Facilities & Equipment

During this component, a review of current major capital assets (facilities and apparatus) will be completed relative to the existing condition of capital assets and their viability for continued use in future service delivery. This evaluation will include:

Facilities: Tour and make observations in areas critical of current station location and future station considerations. Items to be contained in the report include:

- | | |
|--------------------|------------------------|
| • Design | • Safety |
| • Code compliance | • Efficiency |
| • Construction | • Environmental issues |
| • Staff facilities | • Future viability |

Apparatus/Vehicles: Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment

Task 3-D: Provision of Services Across the District

An overview of the provision of services across the jurisdiction will be developed evaluating:

- Deployment Considerations
 - Service Provision Methodology
 - Computer-Aided Dispatch (CAD) System
 - Unit Types and Staffing
 - Response Levels
 - Resiliency
- Critical Task Analysis: Fire Suppression, Emergency Medical Incidents, Other Incidents
- Baseline Performance
 - Performance Monitoring Methodology
 - Response Metrics: Population Categories, Hazard Types, Risk Levels
 - System-Wide
 - By Planning Zone of Response Zone

Task 3-E: Review of Historical System Performance

Review and make observations in areas specifically involved in, or affecting, service levels and performance. To the extent data is complete, areas to be reviewed shall include, but not necessarily be limited to:

- **Historical Performance Summary:** An analysis of actual system response time performance, analyzed by individual components, including the use of mutual and/or automatic aid resources
- **Resource Distribution Study:** An overview of the current facility and apparatus deployment strategy, analyzed through GIS software, with identification of service gaps and redundancies in initial unit arrival
- **Resource Concentration Study:** an analysis of company/staff distribution and response time capability to achieve full effective response force
- **Response Reliability Study:** A review and analysis of current workload, including unit hour utilization of individual companies, actual or estimated failure rates of individual companies, call concurrency and impact on effective response force (resource drawdown) and resource exhaustion

ESCI will evaluate the current workload of the District and relate that analysis to the previously described community risk. An analysis will be completed, and a matrix will be developed for the community's common and predictable risk types identifying staffing and resource needs. The matrix shall be developed with consideration to:

- Service Demand study that will analyze and geographically display current service demand by incident type and temporal variation
- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks
- Time standards that will provide for effective initiation of critical tasks and functions
- Summary of currently available resources in a matrix format

Task 3-F: Establishment of Performance Objectives

The establishment of fire and EMS response time standards and targets is a primary responsibility of policy-makers, based on community risk, citizen expectations, and the District's capabilities. ESCI will provide data analysis and comparison against industry standards and will recommend response performance goals. ESCI will identify the current level of emergency services provided by the District and compare the District's performance against industry standards and best practices, such as the benchmarks described by the Insurance Services Office (ISO), consensus standards from the National Fire Protection Association (NFPA), recommended practices from the Center for Public Safety Excellence (CPSE), and other pertinent resources. Specific services to be reviewed include:

- Fire Suppression Services, including specialized fire suppression (air, marine, and wildland)
- Emergency Medical Services
- Special Operations to include hazardous materials and technical rescue

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

- Evaluation of Performance
 - Benchmark Objective Tables
 - Evaluation Methodology
 - Factors to Consider
- Evaluation Findings
 - Response Time: Each time element of the response system, from call receipt to first unit arrival
 - Resource Distribution: Initial attack (first due) resources for risk-specific intervention
 - Resource Concentration: Assembly of an effective response force (apparatus and personnel) needed to stop the escalation of the emergency for each risk type

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

Phase IV: Plan For Maintaining and Improving Response Capabilities

Task 4-A: Overview of Plan

ESCI will work with the District's management team to develop a methodology that will allow the District to continually measure future performance for the purpose of maintaining and improving response capabilities. This methodology will include, but not necessarily be limited to:

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

Task 4-B: Overall Evaluation, Conclusions, and Recommendations to Policymakers

ESCI will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified 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. ESCI will develop one or more long-range options for resource deployment that will improve the region's level of service toward the identified performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Deployment of operations personnel, special units, or resources
- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Potential negative consequences

Phase V: Development, Review, and Delivery of Final Report**Task 5-A: Develop and Review Draft Project Report**

ESCI will develop and produce an electronic draft version of the written report for client review, feedback, and discussion of the draft report. Review of the draft will be performed through web-based video conferencing.

The report will include:

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

Task 5-B: Delivery of Final Community Risk Assessment: Standards of Cover Document

ESCI will complete any necessary revisions of the draft and produce ten publication-quality bound, final versions of the written report. The final report will include an executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.

As an option, the ESCI project team will make a formal presentation of the project report to staff, elected officials, and/or the general public 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
- Explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed

Cost Proposal

Emergency Services Consulting International is pleased to present the following formal cost proposal for the projects outlined in the Scope of Work. ESCI will complete the proposed scope of work within 180 days following acceptance of this proposal and execution of a professional services contract for a cost, inclusive of expenses, of:

Implementation Strategic Plan

Base project cost, including travel and expenses	\$ 12,500
Option 1: Public meetings and/or participant virtual meetings,	\$ 2,500
Option 2: Onsite formal report presentation, including travel and expenses	\$ 1,820
Total Strategic Plan project cost, with options	\$ 16,820

Financial Cost Analysis and Modeling

Base project cost, including travel and expenses	\$ 10,500
Total Cost Analysis and Modeling project cost.....	\$ 10,500

Standards of Cover

Base project cost, including travel and expenses	\$ 33,510
Total Standards of Cover project cost.....	\$ 33,510

Total Cost for Three Projects with Options (not to exceed): \$60,830

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 is prepared to provide additional work on a time and materials basis, as requested in writing by the client, at the rate of \$175 per staff hour plus approved expenses (to be reimbursed at cost supported by invoice and/or receipt).

Project References & Experience

Project References

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

Denton Fire Department (Texas)			
Project:	Community Risk Assessment/SOC	Contact:	Kenneth Hedges, Fire Chief
Population:	138,541	Phone:	940-349-8840
Completed:	2020	Email:	Kenneth.Hedges@cityofdenton.com

Houston Fire Department (Texas)			
Project:	Community Risk Assessment	Contact:	Michelle McLeod, Assistant Chief
Population:	2,325,502	Phone:	832-394-6900
Completed:	November 2019	Email:	Michelle.McLeod@houstontx.gov

Menlo Park Fire Protection District (California)			
Project:	CRA-Standards of Cover	Contact:	Manny Navarro, Division Chief
Population:	96,000	Phone:	650-688-1467
Completed:	2020	Email:	mnavarro@menlofire.org

King County Fire District #40 (Washington)			
Project:	Fire Service Options Analysis	Contact:	Linda Sartnurak, Fire Commissioner
Population:	21,196	Phone:	206-650-3507
Completed:	August 2020	Email:	Lindasfd40@gmail.com

City of Pasco Fire Department (Washington)			
Project:	Strategic Plan (Entirely Virtual)	Contact:	Bob Gear, Fire Chief
Population:	70,560	Phone:	509-545-3426
Completed:	October 2020	Email:	GEARB@pasco-wa.gov

Central Pierce Fire & Rescue (Washington)			
Project:	Strategic Plan	Contact:	Dan Olson, Fire Chief
Population:	225,450	Phone:	253-538-6400
Completed:	August 2018	Email:	dbcmeaj@yahoo.com

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
Community Risk Assessments & Standards of Cover Reports			
CRA/SOC	City of Seaside	CA	2020
CRA/SOC	City of Marina	CA	2020
Standards of Cover/CRA	City of Santa Maria	CA	2020
Standards of Cover/CRA	Menlo Park Fire Protection District	CA	2020
Community Risk Assessment	Houston Fire Department	TX	2019
Standards of Cover & Strategic Plan	Prescott Fire Department	AZ	2019
Standards of Cover/CRA	City of Salinas	CA	2019
Standards of Cover/Strategic Plan	Santa Rosa Fire Department	CA	2016
Fire/EMS Master & Strategic Plans			
Master Plan	Carson City	NV	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
Cooperative Services & Consolidations			
Cooperative Services Study	Walla Walla Fire Departments	WA	2020
Integration Feasibility Study	Tumwater Fire Departments	WA	2019
Consolidation Study	City of West Haven	CT	2019
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
Agency Evaluations			
Fire Department Staffing Analysis	Santa Rosa Fire Department	CA	2020
Fire Department Evaluation	Yreka Fire Department	CA	2019
Emergency Services Operations Analysis	Strathcona Emergency Services	Canada	2017
Station Location Studies			
Police and Fire Station Location	Sioux Falls Police & Fire	SD	2018
Station Location Analysis	American Fork Fire Department	UT	2017

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 on the following pages.

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 fire rescue Implementation Strategic Plans, Financial Analyses, and Standards of Cover reports.

Team Member	Project Assignments
<p>Sheldon Gilbert <i>Project Manager</i></p>	<ul style="list-style-type: none"> • Overall Project Management and Consulting • Customer Primary Point of Contact • Assignment of Additional Teammates • Strategic Planning Facilitation and Training
<p>William Boyd <i>Associate Consultant</i></p>	<ul style="list-style-type: none"> • Project Consulting
<p>Stuart McCutcheon <i>Subject Matter Expert</i></p>	<ul style="list-style-type: none"> • GIS/Mapping • Service Delivery • Project Consulting • Standards of Cover Training
<p>Melissa Vazquez Swank <i>Quality Assurance Specialist</i></p>	<ul style="list-style-type: none"> • Quality Assurance • Document Management
<p>Andrea Hobi <i>Business Manager</i></p>	<ul style="list-style-type: none"> • Contract Management • Billing

Project Team Qualifications

Sheldon Gilbert

Chief Executive Officer/Project Manager



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

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

William Boyd

Senior Associate Consultant



Chief Boyd is a retired Fire Chief from the Bellingham Fire Department. He retired in 2012 after 29 years of progressive service to the citizens of Bellingham and Whatcom County. During his tenure, he served as a Firefighter, Firefighter Paramedic, Paramedic Supervisor, Fire Captain/Paramedic, Assistant Fire Chief, and Fire Chief for the last nine years of his career. During this time, he served as the incident commander on several major fires and disasters, including the 1999 Whatcom Creek Explosion. He also led the department through the 2008–2010 “great recession,” collaborating with the department bargaining units in making strategic reductions and service delivery changes to meet budget reduction targets without reducing service delivery. He also consulted and lectured for the Department of Homeland Security, and served as a charter member of the DHS Virtual Social Media Working Group, providing guidance and training on integrating social media tools in crisis communications/incident command. After his retirement, Chief Boyd entered the private sector as a regional safety coordinator for a national industrial cleaning company, overseeing and managing safety and compliance programs across four states. He now uses his broad public and private safety experience in assessing fire service organizations around the country.

Professional Experience

- Firefighter, Bellingham Fire Department, 1983–1985
- Washington State Paramedic Certification, 1985–2002
- Firefighter/Paramedic, Bellingham Fire Department/Whatcom Medic One, 1985–1990
- EMS Supervisor, Bellingham Fire Department/Whatcom Medic One, 1990–1996
- Fire Captain/Paramedic/Public Information Officer, Bellingham Fire Department, 1997–1999
- Assistant Fire Chief, Bellingham Fire Department, 1999–2003
- Fire Chief, Bellingham Fire Department, 2003–2012
- Regional Safety Coordinator, Ancon Services, 2012–2017
- Associate Consultant, Emergency Services Consulting International (ESCI), 2017–2019
- Senior Consultant/Project Manager, Emergency Services Consulting International (ESCI), 2019–Present

Educational Background & Certifications

- Bachelor of Arts, Political Science, Western Washington University, Bellingham, Washington
- Executive Fire Officer Designation, U.S. Fire Administration National Fire Academy

Associated Professional Accomplishments

- Incident Commander, Northwest Incident Management Team (FEMA Type III All Hazards Team)
- Member, Department of Homeland Security Virtual Social Media Working Group (VSMWG)
- Created the City of Bellingham Office of Emergency Management
- Board member, Washington State Critical Incident Stress Management Board
- President, Whatcom County Fire Chiefs Association
- Author and lecturer on social media crisis communication tools and strategies
- Executive Board Member, IAFF Local 106
- Paramedic Instructor/Lecturer

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.

Appendix A: 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.

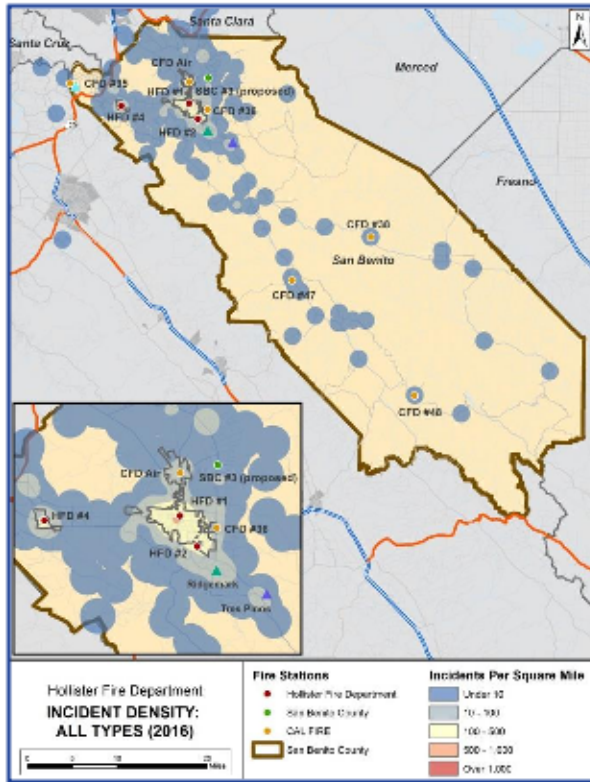
Employment Practices

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.

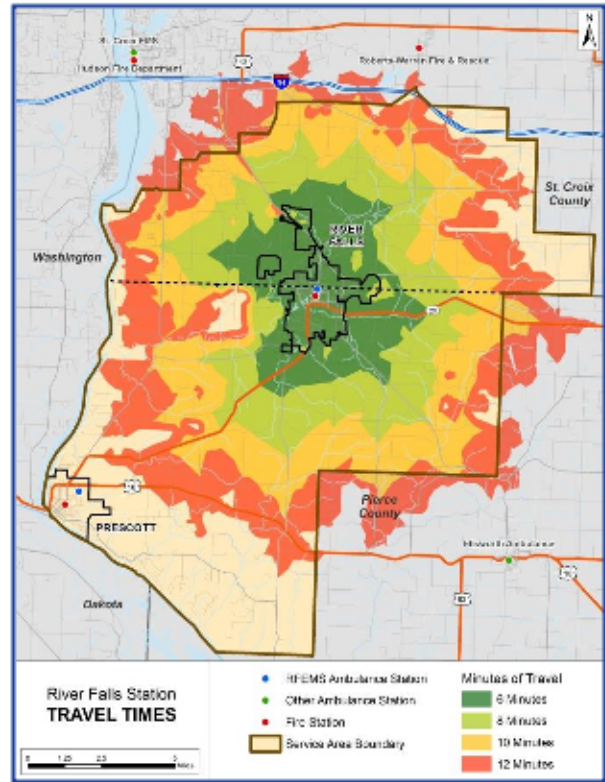
Appendix B: ESCI Examples of GIS Maps & Images

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

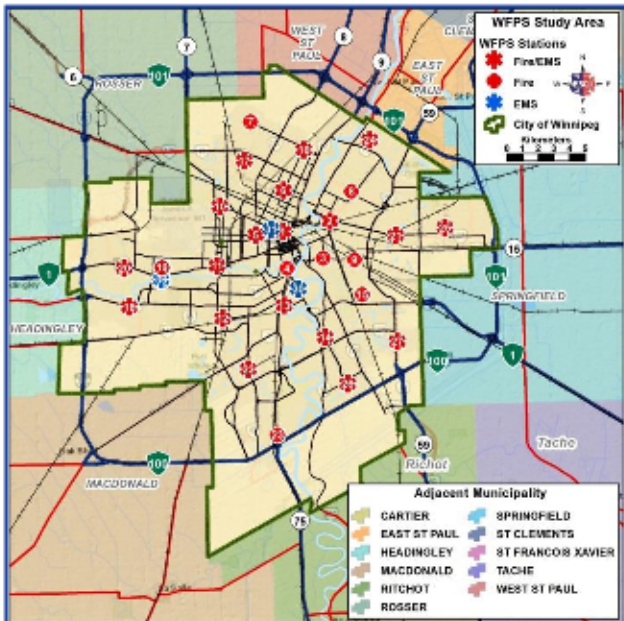
Incident Density Example



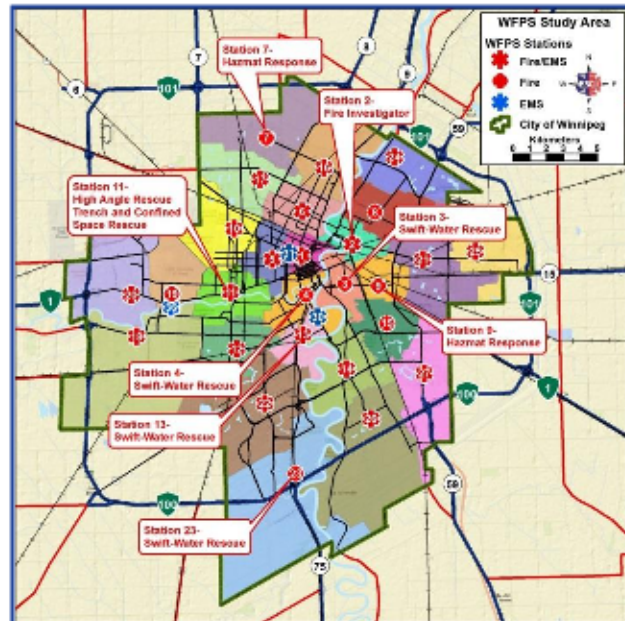
Travel Time Example



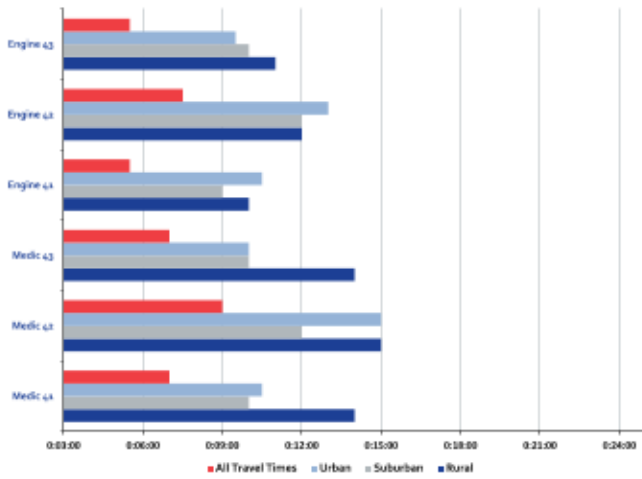
Study Area Example



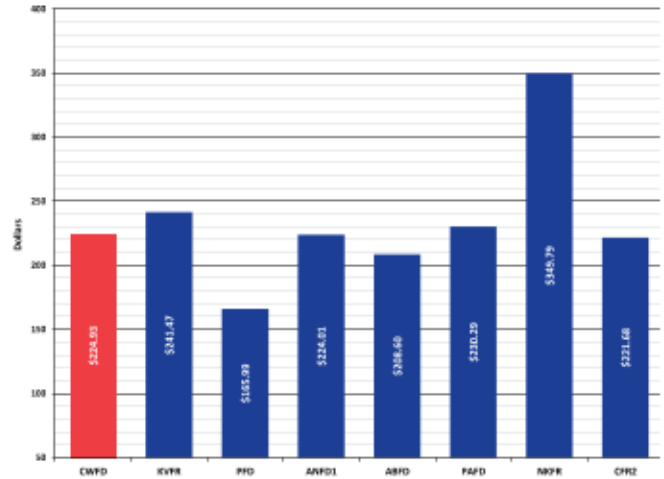
Special Incident Capabilities Example



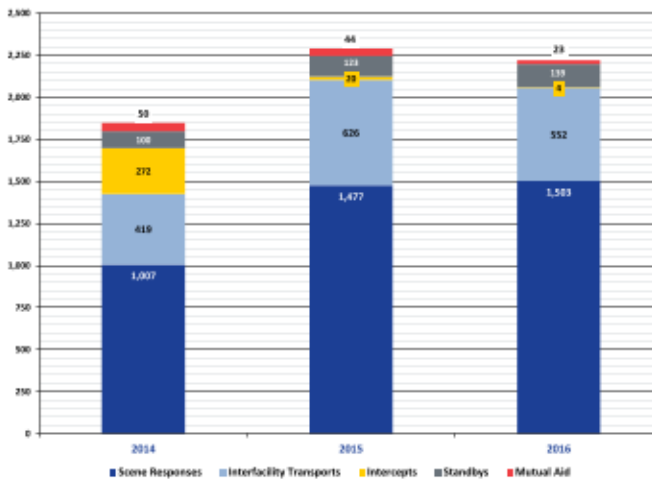
Travel-Time Chart Example



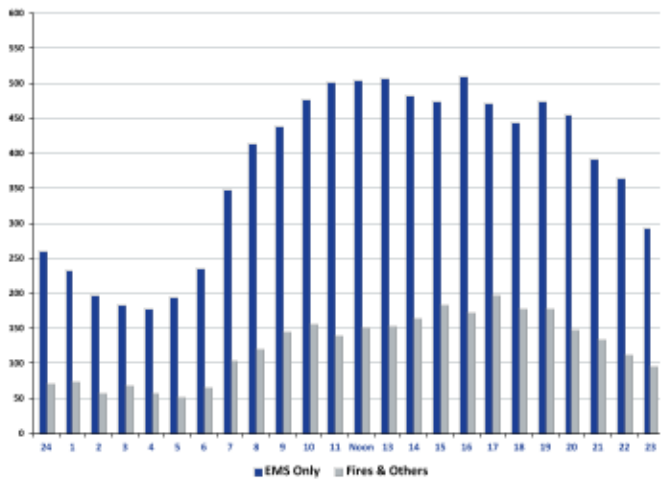
Cost Per-Capita Chart Example



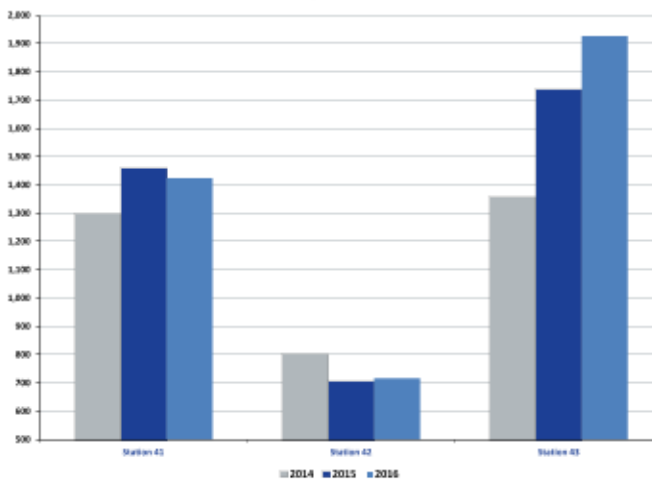
Medic Unit Incident Types Chart Example



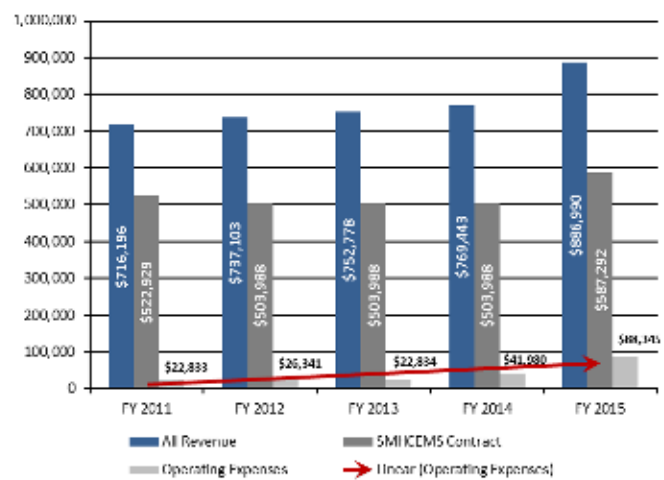
Call Types by Hour-of-Day Example



Service-Demand by Fire Station & Year



Budget Analysis Example



Appendix C: 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).

PRODUCER Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421		CONTACT NAME: Christie Montero PHONE (A/C, No, Ext): 541-284-5855 FAX (A/C, No): 541-342-3786 E-MAIL ADDRESS: cmontero@whainsurance.com PRODUCER CUSTOMER ID #: 22934															
INSURED Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Philadelphia Indemnity Ins Co</td> <td></td> </tr> <tr> <td>INSURER B: SAIF Corporation</td> <td>36196</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Philadelphia Indemnity Ins Co		INSURER B: SAIF Corporation	36196	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #																
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INSURER B: SAIF Corporation	36196																
INSURER C:																	
INSURER D:																	
INSURER E:																	
INSURER F:																	

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 SUBR INSR. WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOG		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 - COMPROP AGG	\$1,000,000
							\$
A	AUTOMOBILE LIABILITY <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"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000		PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE	\$2,000,000
						AGGREGATE	\$2,000,000
							\$
							\$
H	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER-EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input checked="" type="checkbox"/> OTHER	
		N/A				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

CERTIFICATE HOLDER City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399	CANCELLATION 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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ACORD 25 (2009/09)

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