



ARLINGTON COUNTY, VIRGINIA
OFFICE OF THE PURCHASING AGENT
2100 CLARENDON BOULEVARD, SUITE 500
ARLINGTON, VIRGINIA 22201

CONTRACT AWARD COVERPAGE

TO: CENTER FOR PUBLIC SAFETY EXCELLENCE, INC. 1900 RESTON METRO PLAZA, SUITE 600 RESTON, VIRGINIA 20190	DATE ISSUED: 9/1/2023
	CONTRACT NO: 24-FIR-SS-216
	CONTRACT TITLE: COMMUNITY-DRIVEN STRATEGIC PLAN

THIS IS A NOTICE OF AWARD OF CONTRACT AND NOT AN ORDER. NO WORK IS AUTHORIZED UNTIL THE VENDOR RECEIVES A VALID COUNTY PURCHASE ORDER ENCUMBERING CONTRACT FUNDS.

The contract documents consist of the terms and conditions of AGREEMENT No. 24-FIR-SS-216, including any attachments or amendments thereto.

EFFECTIVE DATE: SEPTEMBER 1, 2023
EXPIRES: FEBRUARY 16, 2024
RENEWALS: THERE ARE NO RENEWALS
COMMODITY CODE(S): 91800
LIVING WAGE: N

ATTACHMENTS:
AGREEMENT No. 24-FIR-SS-216

EMPLOYEES NOT TO BENEFIT:
NO COUNTY EMPLOYEE SHALL RECEIVE ANY SHARE OR BENEFIT OF THIS CONTRACT NOT AVAILABLE TO THE GENERAL PUBLIC.

<u>VENDOR CONTACT:</u> DEBBIE SOBOTKA	<u>VENDOR TEL. NO.:</u> (703) 691-4620
<u>EMAIL ADDRESS:</u> DSOBOTKA@CPSE.ORG	
<u>COUNTY CONTACT:</u> J. SHAWN HILL (FIRE)	<u>COUNTY TEL. NO.:</u> (703) 228-4659
<u>COUNTY CONTACT EMAIL:</u> JHILL@ARLINGTONVA.US	

PURCHASING DIVISION AUTHORIZATION

Kaylin Schreiber Title: Procurement Officer Date: 8/17/2023



ARLINGTON COUNTY, VIRGINIA

STANDARD FORM AGREEMENT No. 24-FIR-SS-216

THIS AGREEMENT ("Agreement") is made, on the date of execution by the County, between the COUNTY BOARD OF ARLINGTON COUNTY, VIRGINIA ("County") and Center for Public Safety Excellence, Inc., ("CPSE") with a principal place of business located at 1900 Reston Metro Plaza, Suite 600, Reston, Virginia 20190 ("Contractor").

1. The Contractor agrees to provide the following goods or services: establishing a culture of continuous quality improvement by producing a community-driven strategic plan focused on the effectiveness, efficiency, and quality of services delivered to the residents and visitors of Arlington County, as outlined in Exhibit A.
2. The County will have no obligation to the Contractor if no goods or services are required.
3. The Contractor's provision of these goods or services is subject to review and approval by the County's Project Officer.
4. The Contractor shall provide the goods or services covered by the Contract beginning on September 1, 2023. Unless terminated as provided below, the Agreement shall continue for no more than 120 calendar days.
5. If the goods in the Contract include purchase of a flag of the United States or a flag of the Commonwealth for public use, the Contractor shall ensure such flag shall be made in the United States from articles, materials, or supplies that are grown, produced, and manufactured in the United States, if available.
6. The County will pay the Contractor, for services or goods that the Project Officer accepts, \$19,800. The County will pay the Contractor net 45 days from receipt of an invoice that the Project Officer approves for payment. All payments will be made from the County to the Contractor via ACH.
7. The Contractor is an independent contractor, and the County will not withhold from the Contractor's compensation any federal or Virginia unemployment taxes, federal or Virginia income taxes, Social Security tax or any other amounts for benefits to the Contractor or its agents or employees.

8. The Contractor is obligated to take one of the two following actions within seven days after receipt of amounts paid to the Contractor by the County for work performed by any subcontractor under this Agreement:
 - a. Pay the subcontractor for the proportionate share of the total payment received from the County attributable to the work performed by the subcontractor under this Agreement; or
 - b. Notify the County and the subcontractor, in writing, of the Contractor's intention to withhold all or a part of the subcontractor's payment, with the reason for nonpayment.

The Contractor is obligated to pay interest to any subcontractor on all amounts owed by the Contractor to the subcontractor that remain unpaid after seven (7) days following receipt by the Contractor of payment from the County for work performed by the subcontractor under this Agreement, except for amounts withheld as allowed in section b., above. Unless otherwise provided under the terms of this Agreement, interest shall accrue at the rate of one percent (1%) per month.

The Contractor shall include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements as those contained in this Agreement with respect to each lower-tier subcontractor.

The Contractor's obligation to pay an interest charge to a subcontractor pursuant to the above provisions may not be construed to be an obligation of the County. A Contract modification may not be made for the purpose of providing reimbursement for such interest charge. A cost reimbursement claim may not include any amount for reimbursement for such interest charge.

10. The County or the Contractor may terminate this Agreement by 30 days' written notice. The Contractor will be entitled to receive compensation for all goods or services that the County accepted before the termination notice.
11. The County may terminate this Agreement by 48 hours' written notice if the Contractor fails to provide satisfactory goods or services, in the determination of the Project Officer. The notice will be effective upon receipt by the Contractor or three days after the County mails the notice, whichever is sooner. The Contractor will be entitled to receive compensation only for goods or services that the County accepted before the County mailed the notice. The Contractor will be liable to the County for all costs that the County incurs after the termination takes effect to complete the Work covered by the Contract, including delay costs and costs to repair or replace any unsatisfactory work. The County may deduct these costs from any amount that it owes the Contractor or require that the Contractor pay the costs on demand.
12. Time is of the essence and the Contractor agrees that failure to provide timely service

will render this Agreement null and void.

13. The County agrees to perform Step Responsibility within the Step Timing as outlined in the attached Statement of Work. If the County falls more than 30 days behind the schedule, the Contractor, at its sole discretion, may invoice the County an additional 5% per month of the total contract amount for project delay.
14. The Contractor shall provide a Certificate of Insurance indicating that the Contractor has in force the coverage below prior to the start of any work under the contract and agrees to maintain such insurance until the completion of the contract. All required insurance coverages must be acquired from insurers authorized to do business in the Commonwealth of Virginia and acceptable to the County. All required insurance coverage must be acquired from insurers that are authorized to do business in the Commonwealth of Virginia, with a rating of "A-" or better and a financial size of "Class VII" or better in the latest edition of the A.M. Best Co. Guides.
 - Workers Compensation-Virginia statutory workers compensation (W/C) coverage, including Virginia benefits and employer's liability with limits of \$500,000/500,000/500,000. The County will not accept W/C coverage issued by the Injured Worker's Insurance Fund, Towson, MD.
 - Commercial General Liability (CGL)- \$1,000,000 combined single limit with \$2,000,000 aggregate coverage to include Personal Injury, Completed Operations, Contractual Liability, Premises/Operations and, where applicable to the services, Products Liability, Explosion, Collapse and Underground Hazards (XCU), and Independent Contractors. Evidence of Contractual Liability coverage shall be typed on the certificate.
 - Automobile Bodily Injury and Property Damage Liability - \$1,000,000 Combined Single Limit (Owned, non-owned, or hired, as applicable)
 - Professional Liability - \$1,000,000 per occurrence.
 - Additional Insured – The County, The County Board of Arlington County, Virginia, and its officers, elected and appointed officials, employees and agents must be listed as additional insureds on all policies except workers compensation, automobile liability, and professional liability; and the additional insured endorsement must be typed on the certificate or the certified policy, if requested, must so state. Coverage afforded under this paragraph shall be primary as respects to all named above.
 - Cancellation - If there is a material change or reduction in or cancellation of any of the above coverages during the Contract Term, the Contractor must notify the Purchasing Agent immediately and must, with no lapse in coverage, obtain replacement coverage that is consistent with the terms of this Contract.

Not having the required insurance throughout the Contract Term is grounds for termination of the Contract.

- Claims-Made Coverage - If Commercial General or other liability insurance purchased by the Contractor has been issued on a claims-made basis, the Contractor must comply with the following additional conditions. The limits of liability and the extensions to be included as described in the Insurance Checklist and/or the Agreement remain the same. The Contractor must either:
 - Provide Certificates of Insurance evidencing the claims-made coverages for a period of two years after final payment for the Contract or the end of the warranty period, whichever is greater, to ensure the coverage is in effect. Such certificates shall evidence a retroactive date, no later than the beginning of the Contractors or subcontractors' work under this contract,

or

- Purchase an extended (minimum two years or the end of the warranty period, whichever is greater) reporting period endorsement for the policy or policies in force during the term of this contract and evidence the purchase of this extended reporting period endorsement by means of a certificate of insurance or a copy of the endorsement itself.
- Contract Identification - All insurance certificates must state this Contract's number and title.

Contractual and other liability insurance provided under this Contract shall not contain a supervision, inspection or engineering services exclusion that would preclude the County from supervising or inspecting the project as to the end result. The Contractor shall assume all on-the-job responsibilities as to the control of persons directly employed by it and of the subcontractors and any persons employed by the subcontractor

The Contractor must disclose to the County the amount of any deductible or self-insurance component of any of the required policies. With the County's approval, the Contractor may satisfy its obligations under this section by self-insurance for all or any part of the insurance required, provided that the Contractor can demonstrate sufficient financial capacity. In order to do so, the Contractor must provide the County with its most recent actuarial report and a copy of its self-insurance resolution.

The County may request additional information to determine if the Contractor has the financial capacity to meet its obligations under a deductible and/or self-insured retention and may require a lower self-insured retention; that funds equal to the lower self-insured retention be placed in escrow; a certificate of self-insurance collateral; or another mechanism to guarantee the amount of the self-insurance and ensure protection for the County.

The County's acceptance or approval of any insurance will not relieve the Contractor from any liability or obligation imposed by the Contract Documents.

The Contractor is responsible for the Work and for all materials, tools, equipment, appliances and property used in connection with the Work. The Contractor assumes all risks for direct and indirect damage or injury to the property used or persons employed in connection with the Work and for of all damage or injury to any person or property, wherever located, resulting from any action, omission, commission or operation under the Contract or in connection in any way whatsoever with the Work. The Contractor's insurance shall be the primary non-contributory insurance for any work performed under this Contract.

Nothing contained in the specifications shall be construed as creating any contractual relationship between any subcontractor and the County. The Contractor is as fully responsible to the County for the acts and omissions of its subcontractors and of persons employed by them as it is for acts and omissions of persons whom the Contractor employs directly.

The Contractor shall require all subcontractors to maintain during the term of this agreement, Commercial General Liability insurance, Business Automobile Liability insurance, and Workers' Compensation and Employers' Liability insurance, in the same manner as specified for the Contractor. The Contractor shall furnish subcontractors' certificates of insurance to the County immediately upon request.

The Contractor shall be as fully responsible to the County for the acts and omissions of the subcontractors and of persons employed by them as it is for acts and omissions of persons directly employed by it.

15. The Contractor agrees as follows:

- a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability or on any other basis prohibited by Virginia or federal law and must post in this nondiscrimination clause in conspicuous places, available to employees and applicants for employment.
- b. The Contractor must state that it is an Equal Opportunity Employer in all solicitations or advertisements for employees that it places or causes to be placed.
- c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall meet the requirements of this section.
- d. The Contractor must include the provisions of the foregoing paragraphs a), b), and c) in every subcontract or Purchase Order in excess of \$10,000.00, so that the provisions will be binding upon each subcontractor and/or supplier.

16. The Contractor must comply with the provisions of the Americans with Disabilities Act of 1990, which prohibits discrimination against individuals with disabilities in employment and mandates their full participation in publicly- and privately-provided services and activities.
17. The Contractor must (i) provide a drug-free workplace for the Contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of marijuana or any other controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Contractor that the Contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order in excess of \$10,000.00, so that the provisions will be binding upon each subcontractor or supplier. For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with this Agreement.
18. If the Contractor employs more than five employees, the Contractor shall (i) provide annual training on the Contractor's sexual harassment policy to all supervisors and employees providing services in the Commonwealth, except such supervisors or employees that are required to complete sexual harassment training provided by the Department of Human Resource Management, and (ii) post the Contractor's sexual harassment policy in (a) a conspicuous public place in each building located in the Commonwealth that the Contractor owns or leases for business purposes and (b) the Contractor's employee handbook.
19. The Contractor acknowledges that it does not, and will not during the performance of this Agreement, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.
20. This Agreement is governed by the Arlington County Purchasing Resolution, which is incorporated by reference. The time limit for decision by the County Manager in Contractual Disputes, as that term is used in the Purchasing Resolution, is thirty (30) days.
21. This Agreement is not effective until the County issues a valid County Purchase Order covering the amount of the Agreement.
22. All payments by the County to the Contractor pursuant to this Contract are subject to the availability of an annual appropriation for this purpose by the County Board of Arlington County, Virginia ("Board"). In the event that the Board does not appropriate funds for the goods or services provided under this Contract, the County will terminate the Contract, without termination charge or other liability to the County, on the last day of the fiscal year or when the previous appropriation has been spent, whichever event

occurs first.

23. This Contract incorporates by reference Article 9 of the Arlington County Purchasing Resolution, as well as all state and federal laws related to ethics, conflicts of interest or bribery, including the State and Local Government Conflict of Interests Act (Code of Virginia § 2.2-3100 et seq.), the Virginia Governmental Frauds Act (Code of Virginia § 18.2-498.1 et seq.) and Articles 2 and 3 of Chapter 10 of Title 18.2 of the Code of Virginia, as amended (§ 18.2-438 et seq.). The Contractor certifies that its proposal was made without collusion or fraud; that it has not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor; and that it has not conferred on any public employee having official responsibility for this procurement any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
24. No Arlington County employee may share in any part of this Contract or receive any benefit from the Contract that is not available to the general public
25. The County does not discriminate against faith-based organizations.
26. The Contractor and its employees, agents and subcontractors will hold as confidential all County Information that they obtain under this Agreement. Confidential Information includes, but is not limited to, nonpublic personal information; personally, identifiable health information; security numbers; addresses; dates of birth; information pertaining to products, operations, systems, customers, prospective customers, techniques, intentions, processes, plans and expertise. The Contractor must take reasonable measures to ensure that all of its employees, agents, and subcontractors are informed of and abide by this requirement.
27. The Contractor must comply with the provisions of Chapter 11 ("Licenses") of the Arlington County Code, if applicable. For information on the provisions of that Chapter and its applicability to this Contract, the Contractor must contact the Arlington County Business License Division, Office of the Commissioner of the Revenue, 2100 Clarendon Blvd., Suite 200, Arlington, Virginia, 22201, telephone number (703) 228-3060, or e-mail business@arlingtonva.us.
28. The Contractor must, pursuant to Code of Virginia § 2.2-4311.2, be and remain authorized to transact business in the Commonwealth of Virginia during the entire term of this Agreement. Otherwise, the Contract is voidable at the sole option of and with no expense to the County.
29. This Agreement is governed in all respects by the laws of the Commonwealth of Virginia, and the jurisdiction and venue for any litigation is in the Circuit Court for Arlington County, Virginia, and in no other court.
30. The Contractor covenants for itself, its employees and its subcontractors to save,

defend, hold harmless and indemnify the County and all of its elected and appointed officials, officers, current and former employees, agents, departments, agencies, boards and commissions (collectively the "County Indemnitees") from and against any and all claims made by third parties for any and all losses, damages, injuries, fines, penalties, costs (including court costs and attorneys' fees), charges, liability, demands or exposure resulting from, arising out of or in any way connected with the Contractor's acts or omissions, including the acts or omissions of its employees and/or subcontractors, in performance or nonperformance of the Contract. This duty to save, defend, hold harmless and indemnify will survive the termination of this Contract. If the Contractor fails or refuses to fulfill its obligations contained in this section, the Contractor must reimburse the County for any and all resulting payments and expenses, including reasonable attorneys' fees. The Contractor must pay such expenses upon demand by the County, and failure to do so may result in the County withholding such amounts from any payments to the Contractor under this Contract.

31. Notices will be effective when made in writing and either (a) delivered in person, (b) delivered to an overnight delivery service or (c) deposited in the United States mail, certified or registered. Notices should be addressed as follows:

TO THE CONTRACTOR:

Debbie Sobotka
Chief Operating Officer
Center for Public Safety Excellence, Inc.
1900 Reston Metro Plaza, Suite 600
Reston, Virginia 20190
Phone: (703) 691-4620
Email: dsobotka@cpse.org

TO THE COUNTY:

The County Project Officer
J. Shawn Hill
Arlington County, Virginia
2100 Clarendon Boulevard, Suite 400
Arlington, Virginia 22201
Phone: (703) 228-4659
Email: Jhill@arlingtonva.us

AND

Dr. Sharon T. Lewis, Purchasing Division Chief
Arlington County, Virginia
2100 Clarendon Boulevard, Suite 500A
Arlington, Virginia 22201

Phone: (703) 228-3294
Email: slewis1@arlingtonva.us

TO COUNTY MANAGER'S OFFICE (FOR PROJECT CLAIMS):

Mark Schwartz, County Manager
Arlington County, Virginia
2100 Clarendon Boulevard, Suite 318
Arlington, Virginia 22201

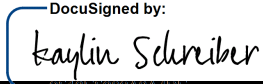
32. The Contractor must retain all books, records and other documents related to this Contract for at least five years, or such period of time required by the County's funding partner(s), if any, whichever is greater, after the final payment and must allow the County or its authorized agents to examine the documents during this period and during the Contract Term. The Contractor must provide any requested documents to the County for examination within 15 days of the request, at the Contractor's expense. Should the County's examination reveal any overcharging by the Contractor, the Contractor must, within 30 days of County's request, reimburse the County for the overcharges and for the reasonable costs of the County's examination, including, but not limited to, the services of external audit firm and attorney's fees; or the County may deduct the overcharges and examination costs from any amount that the County owes to the Contractor. If the Contractor wishes to destroy or dispose of any records related to this Contract (including confidential records to which the County does not have ready access) within five years after the final payment, or such period of time required by the County's funding partner(s), if any, whichever is greater, the Contractor must give the County at least 30 days' notice and must not dispose of the documents if the County objects.
- The Purchasing Agent may require the Contractor to demonstrate that it has the necessary facilities, ability, and financial resources to comply with the Contract and furnish the service, material or goods specified herein in a satisfactory manner at any time during the term of this Contract.
33. The Contractor shall not assign or transfer this Agreement, or any of its rights or interests, without the County's prior written consent.
34. This Agreement may be modified only by written amendment.
35. All remedies available to the County under this Agreement are cumulative, and no remedy is exclusive of any other that is available to the County at law or in equity.
36. The sections, paragraphs, sentences, clauses and phrases of this Agreement are severable; and if any part is held to be invalid, the rest of the Agreement will remain in effect.
37. Neither the Contractor nor the County will be held responsible for delay or default due to causes beyond its reasonable control, including but not limited to fire, floods,

earthquakes, riot, acts of God or war, civil unrest, major weather event (e.g., tornado, blizzard, etc.), epidemics, pandemics or outbreak of communicable disease, quarantines, and failures of public carrier.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE AFFIXED THEIR SIGNATURES.

THE COUNTY BOARD OF ARLINGTON COUNTY, VIRGINIA

CENTER FOR PUBLIC SAFETY EXCELLENCE, INC.

SIGNED: DocuSigned by:

2513E860ZA3A4DE...

SIGNED: DocuSigned by:

7B7C1CD1A632456...

PRINTED NAME: Kaylin Schreiber

PRINTED NAME: Debbie Sobotka

PRINTED TITLE: Procurement Officer

PRINTED TITLE: Chief Operating Officer

DATE: 9/1/2023

DATE: 9/1/2023

EXHIBIT A

Scope of Work

The Contractor will provide a Community-Driven Strategic Plan (Plan) to identify the visions of the Arlington County Fire Department (ACFD). The Plan facilitation process shall take no more than 120 calendar days and must:

- Include meeting (live or virtual) with community stakeholders to gather feedback on community expectations, concerns, and priorities,
- Include a three-day, in-person work session with ACFD stakeholders to integrate community feedback into their mission, vision, and values, and
- Provide a professionally formatted Plan encompassing strategic initiatives, goals, objectives, critical tasks, and performance measures that meets accreditation requirements to progress to Applicant Agency Status for the Commission on Fire Accreditation International.

Expected outcomes of the Plan include:

- Address ACFD's mission, vision, and values.
- Be achievable, measurable, and responsive to changing community needs.
- Be easily reviewed and modified to meet the changing internal and external needs of the ACFD.
- Build upon community partnerships and enhance the ability to harmonize the ACFD goals with the community's identified needs.
- Encourage and embrace involvement, participation, and teamwork.
- Establish strategic initiatives.
- Establish goals, objectives, performance measures, and an implementation strategy corresponding to the strategic initiatives.
- Focus on critical issues and needs of internal and external stakeholders.
- Provide a basis for improving efficiency, effectiveness, and service deliverables.

DELIVERABLES

The Contractor is responsible for the following deliverables:

1. Development of a project work plan
2. Identification and coordination of stakeholders
3. Facilitation of on-site work sessions involving stakeholders
4. Status reports, as deemed necessary by AFCD
5. Provision of an executive orientation session
6. Provision of all necessary forms
7. Findings from surveys, interviews, questionnaires, and facilitation
8. Production of a technically and professionally competent Plan, that includes:
 - a. Mission
 - b. Vision
 - c. Guiding values or principles
 - d. Community expectations, concerns, and positive feedback
 - e. Prioritization of programs/services

- f. Assessment of existing internal and external response environments (“Environmental Scan”)
 - g. Identified critical issues and service gaps
 - h. Strategic initiatives
 - i. Planned outcomes
 - j. Goals, objectives, performance expectations
 - k. Implementation strategies, including areas of responsibility, critical tasks, and timelines
9. One digital copy of the draft Plan for review of accuracy of obtained information
 10. One digital copy and ten professionally bound copies of the final Plan
 11. One digital copy of a Management and Implementation Guide to assist ACFD in implementing the Plan

Project Steps	Step Details	Step Timing	Step Responsibility	Step Billing
1. Project Acceptance	<ul style="list-style-type: none"> Signed agreement, detailing final statement of work Identification of CPSE and agency project points of contact 	By Friday, September 1, 2023	CPSE and Arlington County Fire Department	\$3,300.00
2. Project Executive Orientation	<ul style="list-style-type: none"> Discussion of final SOW and identification of resources needed for each step Construction of shared site Overview of shared site 	By Friday, September 15, 2023	CPSE	N/A
3. Post Required Materials to Shared Site	<ul style="list-style-type: none"> Agency primary contact information Agency and community images, including high resolution agency logo Agency current mission and values, if available Agency organizational chart Agency background information, as available 	By Friday, September 29, 2023	Arlington County Fire Department	N/A
4. Invite Stakeholders	<ul style="list-style-type: none"> Send invitations to request community stakeholder participation in community stakeholder meeting Invite identified agency stakeholders and schedule the work session 	By Monday, October 30, 2023	Arlington County Fire Department	N/A
5. Post Required Materials to Shared Site	<ul style="list-style-type: none"> List of community stakeholders List of agency stakeholders with rank/title and assignment (shift, station, etc.) 	By Thursday, November 9, 2023	Arlington County Fire Department	N/A
6. Community Stakeholder Meeting	<ul style="list-style-type: none"> Determine community stakeholder priorities of service delivery Determine community stakeholder expectations Receive community stakeholder input on positive and correctional issues 	By Monday, November 13, 2023	CPSE	N/A
7. Agency Stakeholder Work Session	<ul style="list-style-type: none"> Review input from community stakeholders Develop, revise or update mission statement Develop, revise or update value statements Establish core programs and support services Conduct an Environmental Scan Identify critical issues and service gaps Determine strategic initiatives with outcomes expected Develop goals, objectives, and critical tasks Develop, revise or update vision statement 	Tuesday, November 14, 2023 through Thursday, November 16, 2023	CPSE	\$13,200.00
8. Draft Report Published	<ul style="list-style-type: none"> Draft Plan uploaded to shared site for agency review 	By Wednesday, November 29, 2023	CPSE	N/A
9. Review of Draft Report	<ul style="list-style-type: none"> Edits to draft Plan completed via shared site 	By Friday, January 26, 2024	Arlington County Fire Department	N/A
10. Strategic Plan Finalized	<ul style="list-style-type: none"> Approval of final Plan 	By Friday, February 16, 2024	Arlington County Fire Department	N/A

11. Strategic Plan Issued	<ul style="list-style-type: none">• Delivery of one digital and ten (10) hard copies of the finalized Strategic Plan.• Delivery of one digital Management and Implementation Guide• Delivery of one digital presentation PowerPoint for agency's use	By Friday, March 1, 2024	CPSE	\$3,300.00
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