

## MONTECITO FIRE PROTECTION DISTRICT

### Fire Station Location Standing Committee Meeting Agenda

Friday, October 2, 2020 at 2:00 p.m.

The Fire Station Location Standing Committee meeting will be held via teleconference connection as permitted under the Governor's Executive Order N-29-20, dated March 17, 2020 due to concerns of COVID-19 ("Executive Order").

Members of the public will be able to observe the Fire Station Location Standing Committee meeting and provide public comments via Zoom: <https://zoom.us/j/91013154810> or by calling 1-669-900-6833, meeting ID: 910 1315 4810. Any member of the public who would like to provide public input on an item listed on the agenda may utilize the "Raise Hand" feature through the Zoom App or enter "\*9" if participating by telephone only. The host will be notified and you will be recognized to speak on the agenda item in the order such requests are received by the District.

Agenda items may be taken out of the order shown.

1. Public comment: Any person may address the Committee at this time on any non-agenda matter that is within the subject matter jurisdiction of the Montecito Fire Protection District; 30 minutes total time is allotted for this discussion.
2. Receive update on Fire Station Location Study from Chief's Fish and Taylor.
3. Consider recommending to both full Boards of Directors that each organization add a Customer-Centered Strategic Plan to AP Triton's existing Fire Station Location Study Scope of Work at a cost of \$13,890.
4. Adjournment

This agenda posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of the posting is September 29, 2020.



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Kevin Taylor, Fire Chief


Note: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District office at (805) 969-7762. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements. Board packets are available for public inspection during normal business hours at Montecito Fire Protection District Headquarters. Further, as required under the Executive Order the District will swiftly resolve any requests for a reasonable modification or accommodation from individuals with disabilities, consistent with the Americans with Disabilities Act and resolve any doubt whatsoever in favor of accessibility.




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## STAFF REPORT

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**To:** Fire Station Location Sub-Committee  
**From:** Greg Fish, Fire Chief  
 Kevin Taylor, Fire Chief   
**Date:** October 2, 2020  
**Topic:** **Customer-Centered Strategic Plan**

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### Summary

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The Carpinteria Summerland Fire Protection District and the Montecito Fire Protection District are currently working together on a Fire Station Location Study. A unique opportunity to include individual Customer-Centered Strategic Plans as part of this process has become available.

### Discussion

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Our organizations are working together on a Fire Station Location Study. The stakeholder participation portion of our study has been delayed by logistical challenges associated with Covid-19 and this year's record-breaking wildfire season. During discussions with our vendor, AP Triton, it has become clear that these delays provide an opportunity to add a Customer-Centered Strategic Plan to their scope of work.

A Customer-Centered Strategic Plan is an important tool for fire departments as it provides a roadmap into the future for the implementation of organizational and service improvement goals. Customer-Centered Strategic Plans are developed using an experienced facilitator to ensure that the Fire District and all stakeholders are engaged in the process. They consist of three phases: Introductions and Development of the Work Plan, Strategic Planning Workshops, and Strategic Plan Completion and Publication. The first phase includes an environmental scan, strengths, weaknesses, opportunities, and threats (SWOT) analysis, and a deep dive into mission, vision, and values. The second phase consists of the development of objectives, tasks, and outcomes based on the environmental scan and SWOT. In the final phase, objectives are assigned to organization members, the plan is finalized, and presented to the Board of Directors for approval.

Because we will have completed the majority of the technical portion of the Customer-Centered Strategic Plans as part of the Fire Station Location Study, we have an opportunity to fold this plan into our existing contract at a very reasonable cost. Given the fluidity of our environment in California, Customer-Centered Strategic Plans are generally completed every five years.

### Conclusion

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Staff recommends that the Fire Station Location Sub-Committee recommend to both full Boards of Directors that each organization add a Customer-Centered Strategic Plan to AP Triton's existing scope of work at a cost of \$13,890.

### Attachments

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1. AP Triton, LLC Proposal to Conduct a Customer-Centered Strategic Plan.

### Strategic Plan Reference

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Strategic Plan Goal #4, Deliver Exceptional Emergency Service to our Community



# Carpinteria-Summerland Fire Protection District California

## Proposal to conduct a **Customer-Centered Strategic Plan**

September 2020



**AP TRITON**  
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## Introduction to the Strategic Planning Process

A *Customer-Centered Strategic Plan* is an important tool for fire departments. It provides a road map into the future for the implementation of organizational and service improvements. Using a trained facilitator allows fire district and stakeholder participants the opportunity to be engaged in the process. It also ensures the fire district receives a quality and usable plan.

AP Triton Consulting (Triton) has prepared the following proposal and Scope of Work with the intention of conducting a strategic plan for the Carpinteria-Summerland Fire Protection District (CSFPD). The Strategic Plan process we are proposing has been designed to tag onto and compliment your Fire Station CRA SOC study and will incorporate the results of the interactive community meeting and other information from that study. The process and quote is based on conducting your Plan February 22, 23 and 24.

## Project Scope of Work

The following represents the Scope of Work (SOW) prepared by Triton. The various sections and tasks have been developed specifically for this project.

### Phase One—Introductions & Development of the Work Plan

A project work plan based on the scope of work will be developed with each fire district's project team. This work plan will be developed identifying:

- Planning team makeup
- Planning workshop agenda
- Schedule
- Location and logistical needs

### Phase Two—Strategic Planning Workshop

Each fire district's internal planning team will meet for three consecutive days. Using facilitated full group and small group activities, the planning team will develop the agency's strategic plan. A typical agenda for the process is as follows:

#### Day One

1. Introductions
2. Description of process, outcomes, and ground rules
3. Environmental scan
  - a. Local population growth and development (local planning department)
  - b. Financial forecast (district or city finance representative)
  - c. Elected officials' policy and goals (board chair, city manager, and/or fire chief)
4. Develop or review and revise as needed
  - a. Mission
  - b. Vision
  - c. Values
  - d. Branding
5. Complete strengths, weaknesses, opportunities, and threats assessment (SWOT)

## Day Two

1. Develop core strategic initiatives (five-year view) addressing:
  - a. Environmental scan
  - b. SWOT
  - c. Other projects, programs, and initiatives, including recent Master Plan
2. Develop objectives to address strategic initiatives
  - a. Objectives
  - b. Tasks
  - c. Outcomes

## Day Three

1. Review, revise, and finalize by goal:
  - a. Objectives
    - i. Tasks
    - ii. Outcomes
2. Prioritize objectives
3. Review, revise, and finalize core performance measures and recommended targets
4. Discuss ongoing strategic plan management including:
  - a. Communication to the organization
  - b. Periodic progress reporting
  - c. Plan review and update schedule
  - d. Organizational performance reporting and assessment

## Phase Three—Strategic Plan Completion & Publication

- Following the workshop, the Fire Chief and team will identify who in the organization will be responsible for each objective and when each objective will be completed.
- Once done, the final strategic plan will be provided to the agency in both paper and editable electronic form.
- A technical review of the document will be completed by the Fire District representative and returned to Triton for finalization.
- Triton will make any necessary updates to the document and finalize the plan.
  - Ten (10) printed and bound copies and a PDF version will be provided to the District.

## Fee Proposal

### Project Fee Proposal

AP Triton Consulting presents the following formal cost proposal for a Strategic Plan as outlined in the Scope of Work. The fee Triton is proposing to perform this study is inclusive of expenses:

Description	Fees & Expenses
Phase 1, 2, & 3 (not to exceed):	\$13,890

### Payment Schedule & Invoicing

- First half (50%) of payment due upon signing of the contract.
- Final 50% payment due at completion of the project.
- Additional hours will be billed at a rate of \$135/hour for the Project Manager and \$100/hour for consultants plus any additional travel expenses.

### Cost Quotation Information

- Bid quotation is valid for 30 days.
- Triton Federal Employer Identification Number: 47-2170685.
- Triton shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.



## AP Triton Consulting, LLC

### Contact Information

Triton's corporate headquarters is based in Sacramento, California—although we have consultants and subject matter experts located throughout the United States.

- **Address:** 1851 Heritage Lane, Suite 138, Sacramento, CA 95815
- **Phone:** 916.692.5510
- **E-Mail:** info@aptriton.com
- **Website:** www.aptriton.com

### About AP Triton

Established in 2014, AP Triton has a wide range of experience in the fire service, emergency medical services, Special Events and Filming, fire prevention, and Life-Safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, Fire Department Consolidation Studies, EMS Systems Analyses, Staffing Studies, Agency Evaluations, Fire Station Location and Engineering Studies, and much more.

We have extensive experience in valuing fire protection and EMS delivery systems and providing clients with guidance on how to best improve the quality of service, as well as accessing both revenue and federal cost-recovery programs, such as Ground Emergency Medical Transport (GEMT) and Inter Governmental Transfer (IGT).

AP Triton has helped agencies across the country capture over \$1.2 billion in additional revenue over the last six years, which in turn has been reinvested back into the communities in the form of improved services, decreased response times, and increased safety measures.

## Conflict of Interest & Disclosures

### Conflict of Interest Statement

Triton 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. Triton is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither Triton nor anyone associated with Triton 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, Triton will immediately notify the client in writing.

## **Insurance**

Triton is insured and specific information and insurance certificates are available upon request.

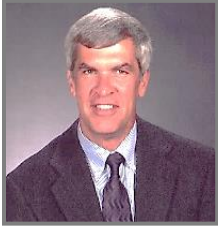
## **Litigation**

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

## Appendix A: Qualifications of the Project Team

### Joe Parrott

#### Senior Consultant/Project Manager



#### Summary of Qualifications

Chief Parrott retired after 43 years of very diverse fire and emergency services experience. Chief Parrott served for 15 years as fire chief for the City of Gresham, Oregon, and six years as deputy fire chief/fire marshal for the City of Salem, Oregon. He attained the professional designation of Chief Fire Officer awarded by the Center for Public Safety Excellence.

Chief Parrott has managed emergency services evaluations, growth management studies, strategic planning processes, and fire service standards of coverage and deployment plans across the country. Previous clients include the Kansas City Fire Department (MO), Orange County Fire Authority (CA), Spokane Fire Department (WA), Philadelphia Fire Department (PA) San Bernardino County Fire Department (CA), Reno Fire Department (NV) and numerous similar sized and smaller fire agencies. He has also facilitated strategic plans for state and national organizations including the National Fallen Firefighters Foundation, National Volunteer Fire Council, and others.

Chief Parrott is a frequent presenter at regional, state, and national conferences including the Western Fire Chiefs Association, the Oregon Fire Chiefs Association, and the IAFC Webinar series. He has extensive incident command and emergency management education and experience.

#### Educational Background

- Bachelor of Science in Management, City University, Bellevue, WA
- Associate of Science in Fire Command and Administration, Fort Steilacoom CC
- Extensive Incident Command System Training including: Operations Section Chief; Incident Commander; Command and General Staff

#### Professional Experience

- 43 years diverse and progressive fire and emergency services experience
- 18 years as Fire Chief – 15 at Gresham, Oregon
- Deputy Chief/Fire Marshal, Salem Fire Department, Salem, OR
- Senior Consultant, Emergency Services Consulting International (ESCI)

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

## Elaine Parrott

### Senior Associate



#### Summary of Qualifications

Ms. Parrott has over thirty-five years of office management and consulting experience in both public and private sector environments. She served the Jefferson Fire District as their administrative assistant, responsible for office management, budget, financial accounting and reporting, data base management, public relations, and served as the District's Public Information Officer.

#### Educational Background

- Level III Accreditation – Oregon Fire Services Office Administrators Association
- Advanced Public Information Officer – Emergency Management Institute
- ICS education including I-400, I-403, and I-420
- School System Database Management
- Site-Based Decision Making

#### Professional Experience

- 35 years of progressive and diverse office management experience
- 15 years of experience directly within the fire service
- Lead Information Officer for the Office of State Fire Marshal Incident Management Team

#### Miscellaneous Experience

- Jefferson Together – Celebrate Jefferson Publicity Chairperson
- State Department of Education – Office of Professional Technical Education – Project to streamline standardized student data reporting to the SD of E
- Past president of Oregon Fire Office Administrators Association
- Oregon Fire Chiefs Foundation Board - Trustee

#### Associated Professional Accomplishments

- Special Districts' Association of Oregon – Employee of the Year
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- Co-recipient of the Oregon Fire District Directors President's Award

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# Montecito

## Fire Protection District

### California

# Proposal to conduct a Customer-Centered Strategic Plan

September 2020



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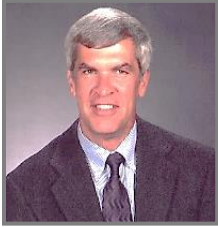
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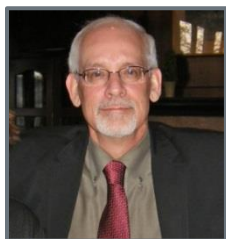
#### Associated Professional Accomplishments

- Special Districts' Association of Oregon – Employee of the Year
- Oregon Fire Chiefs Association - Award of Excellence
- Co-recipient of the Oregon Fire District Directors President's Award

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

## John A. Stouffer

### Senior Consultant



#### Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, Mr. Stouffer has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

#### Professional Experience

- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

#### Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

#### Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

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