

MONTECITO FIRE PROTECTION DISTRICT
AGENDA FOR THE STRATEGIC PLANNING COMMITTEE MEETING

Montecito Fire Protection District Headquarters

595 San Ysidro Road

Santa Barbara, California

August 28, 2013 at 1:00 p.m.

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.

Time Certain Matter (1:00 p.m.)

2. Interview with Citygate Associates, LLC to provide a Standards of Cover Study with an enhanced Risk Analysis Component.
3. Review interview results for Standards of Cover Study with an enhanced Risk Analysis Component and consider issuance of RFPs.
4. Suggestions from Directors for items, other than regular agenda items, to be included in the agenda for the September 24, 2013 Strategic Planning Committee Meeting.

Adjournment

This agenda is posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of the posting is August 22, 2013.

MONTECITO FIRE PROTECTION DISTRICT

By Chip Hickman
Chip Hickman, Fire Chief

Agenda

Item #2



2250 East Bidwell Street, Suite 100 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

August 7, 2013

Mr. Chip Hickman
Fire Chief
Montecito Fire Protection District
595 San Ysidro Road
Santa Barbara, CA 93108

**RE: SCOPE OF SERVICES TO PROVIDE A STANDARD OF COVERAGE AND RISK ASSESSMENT
STUDY FOR THE MONTECITO FIRE PROTECTION DISTRICT**

Dear Chief Hickman:

Citygate Associates, LLC is pleased to present our Scope of Services to the District to conduct a Standard of Coverage and Risk Assessment Study. Attached to this letter is an overview of Citygate's proposed services and a detailed Work Plan and work schedule.

Citygate is available to begin work in September 2013 after award of a contract. For technical questions, please contact Stewart Gary, Fire Practice Principal, at sgary@citygateassociates.com, by phone at (916) 458-5100 ext. 305 or by fax at (916) 983-2090. The mailing address is 2250 East Bidwell Street, Suite 100, Folsom, CA 95630. As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at ddeeroos@citygateassociates.com if you wish further information.

Sincerely,

David C. DeRoos, MPA, CMC
President

cc Stewart Gary

Attachment – Scope of Services



Montecito Fire Protection District
Scope of Services to Provide a Standard of Coverage and
Risk Assessment Study

SCOPE OF SERVICES

1. OVERVIEW OF PROPOSED SCOPE OF SERVICES

Citygate's Standard of Coverage and Risk Assessment studies are performed in accordance with the methodology outlined in *Standards of Response Coverage* (5th Ed.) as published by the Commission of Fire Accreditation International (CFAI). Our studies also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), Insurance Services Office (ISO), the Commission on Fire Accreditation International (CFAI), relevant federal and state laws and regulations, and other recognized industry best practices.

In addition to the usual and customary techniques of reviewing agency documentation and conducting stakeholder listening interviews, Citygate will:

- ◆ Use ESRI ArcGIS to prepare analysis maps of the District's deployment situation.
- ◆ Use an incident response time analysis program called *NFIRS 5 Alive*TM to review the statistics of prior incident performance. The results will be plotted not only on graphs and charts, but "live" using 3D tools over Google Earth images.

For this project, Citygate proposes the following scope of services:

- ◆ Initiate and manage project, data collection, and stakeholder outreach
 - Finalize detailed project Work Plan and schedule
 - Meet with District representatives to initiate the study
 - Conduct a community outreach meeting to listen for hazard/risk issues and desired outcomes
 - Conduct stakeholder listening interviews
 - Request and review District documentation
 - Provide project updates to the District Board Strategic Planning Committee during on-site visits.
- ◆ Conduct risk assessment and build response models
 - Conduct a comprehensive community risk assessment, including a rigorous wildland fire hazard component, in conformance with Federal Emergency Management Agency (FEMA) guidelines that include:



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- Identifying and describing the hazards and their attributes that could potentially impact the District;
- Identifying the probability of occurrence and potential severity of impact (risk) for each identified hazard;
- Identifying values at risk to the community; recommending measures to eliminate or reduce the severity of the potential impacts for each identified hazard;
- An evaluation of the effectiveness of past and current mitigation efforts.

The wildland fire hazard assessment will include analysis of relevant data from CalFIRE, U.S Forest Service, Santa Barbara County Multi-Jurisdictional Hazard Mitigation Plan, Insurance Services Office, Federal Emergency Management Agency, and local historical fire records. In addition, we will conduct a thorough analysis of the wildland fire hazard factors by examining and analyzing local fire history, vegetation types, weather, topography, structural density and ignition factors, water system, transportation network, response capacity, wildland building codes and standards, community demographics, preparedness, and public education/outreach, fire department staffing and equipment standards, training, wildland fire planning, and cooperative response agreements.

The deliverable for the risk assessment component will be a comprehensive wildland risk analysis matrix that will identify and rank the various wildland risk factors. This risk analysis matrix will be subject to review and comment by community stakeholders in the draft findings workshop prior to delivery of the Final Report.

Additionally we will:

- ◆ Conduct a comprehensive standards of coverage analysis
- ◆ Develop performance objectives
- ◆ Coordinate with District staff to develop compliance methodology
- ◆ Conduct a draft findings workshop
 - Once the response statistics and geographic coverage models are complete and we have obtained tentative findings for the District to consider, we will conduct a briefing workshop with the District's Management Team.
- ◆ Develop and review a draft Final Report



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- The entire Citygate team will prepare a comprehensive Standards of Response Cover Draft Report, including statistical exhibits.

Citygate proposes a 5-month timeframe to complete this study, and is available to start immediately following execution of a contract for services. Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed.

2. DETAILED SCOPE OF SERVICES AND PROJECT PLAN

Citygate's detailed Work Plan to conduct the requested Standards of Cover and Risk Assessment study is presented in this section. Citygate understands that the District requires a performance review of the current delivery of all fire department emergency response services and provision of options or alternatives for those items needed to meet current best practices.

Citygate's Standards of Response Cover Work Plan will include these items:

- ◆ Guidance for any identified location/relocation of fire station locations to provide long-range service delivery;
- ◆ A rigorous wildland fire risk assessment;
- ◆ An evaluation of current mutual/auto-aid agreements and their effectiveness;
- ◆ An analysis of alternative deployment plans where they fit the District's needs.

Our Work Plan is comprised of five (5) tasks, and will be explained throughout this section.

The core methodology used by Citygate in the scope of its deployment analysis work will be that of the "Standards of Response Coverage" systems approach to fire department deployment as published by the Commission on Fire Accreditation International. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the District's needs.

The study will use the following components in the Standards of Response Coverage process:

1. Existing deployment – each agency has something in place today.
 - The Citygate team will understand existing deployment strategies, and performance measures.
2. Community outcome expectations – what is expected of the response agency?
 - Citygate will understand the District's expectations for fire, EMS and special hazard responses.



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3. Community risk assessment – what risks are inherent in the community and what risks may be transient but still a threat in the community?
 - Citygate will determine risk in the community at a zone level using community zoning information, Insurance Service Office (ISO) building risk information, and population demographics and planned growth plans.
 - Citygate will assist the Department in conducting critical crew task measure reviews.
4. Distribution Study – the locating of first-due resources (typically engines).
 - Citygate will use the *FireView* software GIS mapping tool to study the effectiveness of existing station locations to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.
5. Concentration Study – first alarm assignment or effective response force studies.
6. Historical reliability – is there a multiple call frequency issue (call stacking) problem?
 - Citygate will analyze incident data to determine if multiple calls are affecting performance.
7. Historical response effectiveness studies – what percent of compliance does the existing system deliver?
8. Overall evaluation with updated Standard of Cover statements by risk type, as needed.
 - Citygate will advise on a revised Standard of Cover set of policies.
 - Changes in deployment, if desirable, will be identified along with likely timing.

We understand the deployment study must address, at a minimum, the following questions:

- ◆ For current and future service demands, how many fire stations should the District have and where should the stations, apparatus and crews be located for the most cost-effective and efficient service for the next 25-50 years.
- ◆ If the recommendation is for more than the current number of stations, what are the specific benefits of additional locations?
- ◆ Is the equipment adequate (quantity, size, location) for current service demands?



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- ◆ Is the equipment adequate, considering anticipated changes in the District? If not, what are the shortcomings and recommendations?
- ◆ What other fire response options and strategies exist that might be suitable for the District to consider over the short- and long-term?

We intend to review our Work Plan and schedule with the District leadership prior to beginning work. After obtaining additional input, we will finalize our Work Plan and the accompanying schedule.

A review of this breadth and depth must include not only the analysis of multiple facts and variables, but is only as good as the professionals drawing conclusions from the data elements. This is what sets the Citygate team apart, as recent practicing professionals in fire services, the District is, in effect, getting the opinions of an external “seasoned department head team,” not the opinions of junior staff members or consultants who have spent little time on the front lines managing in local government.

This Citygate team strength means we are able to develop specific recommendations tailored to the local situation that are implementable. We will identify specific areas of what is working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations. Recommendations will also take into account the District’s ability to implement them.

3. WORK PLAN TASK SEQUENCE

Our Work Plan is presented on the below as five tasks over a five-month time period. Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and oral communications, as needed.

Task 1: Initiate and Manage the Project, Data Collection, and Interviews

Month 1 and Ongoing

Subtasks:

Citygate and the District project representatives will hold a startup meeting to refine the issues to be addressed by and the objectives of schedule, budget, and methods of data collection and analysis for this study.

- ◆ Finalize the detailed Work Plan schedule for the project



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- We will, in collaboration with District Leadership Team, review and finalize a detailed work schedule and final project schedule for the project. These tools will assist both the consultants and District staff to monitor the progress of the study.
- ◆ Meet with District staff representatives to initiate study
 - A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In our experience, this early effort to clearly define expectations, roles and lines of communications results in a better focus on substantive issues as the engagement progresses.
- ◆ Obtain and review District documentation
 - At this juncture in the project we will develop and submit a list of requested documentation relevant to this project, including the County's General Plan, growth forecasts, any appropriate prior studies, Fire District documentation including (as available) dispatch data, fleet inventory, facility condition assessments, current personnel, equipment and other operating costs and a myriad of other information. Once we receive the requested documentation from the District, we will review it prior to conducting our interviews in the following subtask. We have found that reviewing this information prior to our interviews improves the effectiveness and value of the interviews we conduct, since it results in more specific questions and more definitive information.
- ◆ Interview District leadership and Fire Chief
 - To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and if directed, the District Board members and Fire Chief, as well as command staff members.
- ◆ Interview Fire District staff
 - To enhance our understanding of the issues at stake in this project, we will meet with, as appropriate and directed, the line personnel from the District.

Meetings

There will be one on-site trip during this task to kick-off the project, establish relationships, conduct stakeholder interviews, and set the information gathering into agreement and motion.



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Task Duration

This task will last through the first month of the project as Citygate meets with the District staff to kick off the project, conduct interviews, and collect documentation. As Citygate continues to manage the project and provide monthly written status reports, the project management portions of this task will span for the entire duration of the 5-month project.

Task 2: Risk Assessment and Building Response Models

Month 2

Subtasks - Deployment:

- ◆ Obtain District and other available GIS data layers, risk-type information, travel time performance measure(s) and calls-for-service data into the geographic mapping program.
- ◆ Obtain an incident data export for our statistician to model workload performance using the NFIRS 5 Alive program.
- ◆ Evaluate incident data by existing station locations.
- ◆ Evaluate the Department's current suppression staffing plan both from a per-unit and District-wide basis.

Subtasks – Wildland and Overall Risk Assessments:

- ◆ Identify District stakeholder issues and concerns relative to risk.
- ◆ Identify all natural and human-caused hazards and related attributes with potential to cause adverse impacts within the District.
- ◆ Quantify the probability of occurrence and potential severity of impact (risk) for each identified hazard.
- ◆ Identify values at risk within the District.
- ◆ Evaluate the effectiveness of current and past hazard-mitigation measures.
- ◆ Recommend additional measures as appropriate to eliminate or reduce the severity of the potential impacts for each identified hazard.

Meetings

There will be two days on-site for in-person assessment of all fire station districts for risks and topography, and a public listening workshop.



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Task Duration

The duration of this task will be 1 month and will last through month 2 of the project.

Task 3: Analysis and Draft Findings Workshop

Month 3

Subtasks:

The objectives in Task 3 are to:

- ◆ Using forward-looking risk demographics, project future staffing needs.
- ◆ Perform travel time studies on fire crew locations.
- ◆ Complete the GIS mapping and statistical assessment of current and any changed deployment plan(s).
- ◆ Undertake a comprehensive evaluation of all the issues affecting fire crew deployment in the District.
- ◆ Prepare a PowerPoint-based briefing of the analysis data to this point to include key findings, impacts to the current deployment systems and an outline of Citygate's initial recommendations.
- ◆ The preliminary risk and SOC results will be presented in a summary PowerPoint in a workshop. Refinements, if needed, will be made and the final work product accepted by the District's leadership will be the foundation for the Draft Report.

Meetings

Citygate will provide a briefing on-site on the preliminary findings, including an explanation of the analysis process to the District's Strategic Planning Committee. During this briefing, we will discuss any anomalies in the data and resolve data issues.

Task Duration

The duration of this task will be one month.



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Task 4: Prepare Draft Report

Month 4 through the Middle of Month 5

Subtasks:

- ◆ In this task, the entire Citygate team will prepare a comprehensive Standards of Response Cover Draft Report, including statistical exhibits. In this report we will:
 - Summarize the strengths of the District and opportunities for improvement.
 - Present a review of how our approach and analyses were conducted.
 - Describe major findings by departmental service delivery area.
 - Present an explanation of improvements we identified and our integrated recommendations for their resolution in order to improve operations.
 - Describe an implementation plan for prescribed action showing implementation responsibilities, schedules and expected benefits.
- ◆ Upon completion of the Draft Report, an electronic version in MS-Word will be sent to the District project manager for comments using the “track changes” and “insert comments” tools in Word. Our normal practice is to review a draft of our report with management personnel to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

Meetings

There will be one on-site meeting for this task. We will schedule a meeting with the District Strategic Planning committee to discuss and fact check the Draft Report, answer any questions, and agree on elements for the Final Report.

Task Duration

The duration of this task will be 1.5 months.



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Task 5: Prepare and Deliver the Final Report with Executive Summary, Recommendations and Costs

End of Month 5

Subtasks:

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.

Final Report Components

Our final work product will include:

1. An analysis of the effectiveness of current fire station locations;
2. An analysis of the efficiency of the current deployment scheme of resources within the District's fire stations;
3. An analysis of the District's ability to meet the listed recommendations;
4. Recommendations for changes in fire station locations, if needed, to meet current and future needs and to optimize service delivery;
5. Recommendations for deployment of new resources to meet current and future needs;
6. Provision of supporting data and rationale for all recommendations;
7. Provision of supporting colored maps and other visual data to fully illustrate the current situation and consultant recommendations. This information shall be provided in both hard copy format and computerized format with accompanying Microsoft PowerPoint presentation.

The Final Report, statistics, and maps will be provided in six (6) bound, hard copies, and it will also be delivered electronically in Adobe Acrobat (.PDF) format.

- ◆ Prepare Final Report and oral presentation
 - Based on the results of our Draft Report review process, we will then prepare an Executive Summary and a Final Report for the Board of Directors. We also will make an oral presentation using a PowerPoint presentation to the Board of Directors in a community meeting setting.



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- Our work plan contemplates one Draft Report cycle. Additional Draft Report cycles requested by the District would be billed separately.

Meetings

There will be one on-site meeting to make an oral presentation of the Final Report.

Task Duration

The duration of this task will be one month.

4. ON-SITE MEETINGS

We anticipate a total of five (5) site-meeting events in the District throughout the study:

- ◆ Task #1 – There will be **one** site day to include the project kick-off meeting and information gathering outreach.
- ◆ Task #2 – There will be **two** site days with Citygate to understand and obtain agreement on the risk assessment and desired outcomes work to date.
- ◆ Task #3 – There will be **one** meeting with Citygate to brief the District Strategic Planning Committee team on the draft deployment findings.
- ◆ Task #4 – There will be **one** meeting with Citygate to present and review with the District Strategic Planning Committee the Draft Report.
- ◆ Task #5 – There will be **one** meeting with Citygate to brief the Final Report via PowerPoint to the Department senior staff and District Manager.

5. STUDY COMPONENTS WITH WHICH THE DISTRICT MUST ASSIST

Both Citygate and the District understand the economic constraints on a study. The District has the capability to collect some internal data that can assist the Citygate study where the District is in the best position to prepare data elements within the overall services review. Therefore, the District will assist Citygate with:

- ◆ Providing electronic incident response data in a format requested by Citygate.
- ◆ Providing GIS and existing risk data and other District data as requested by Citygate.



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6. PROJECT SCHEDULE

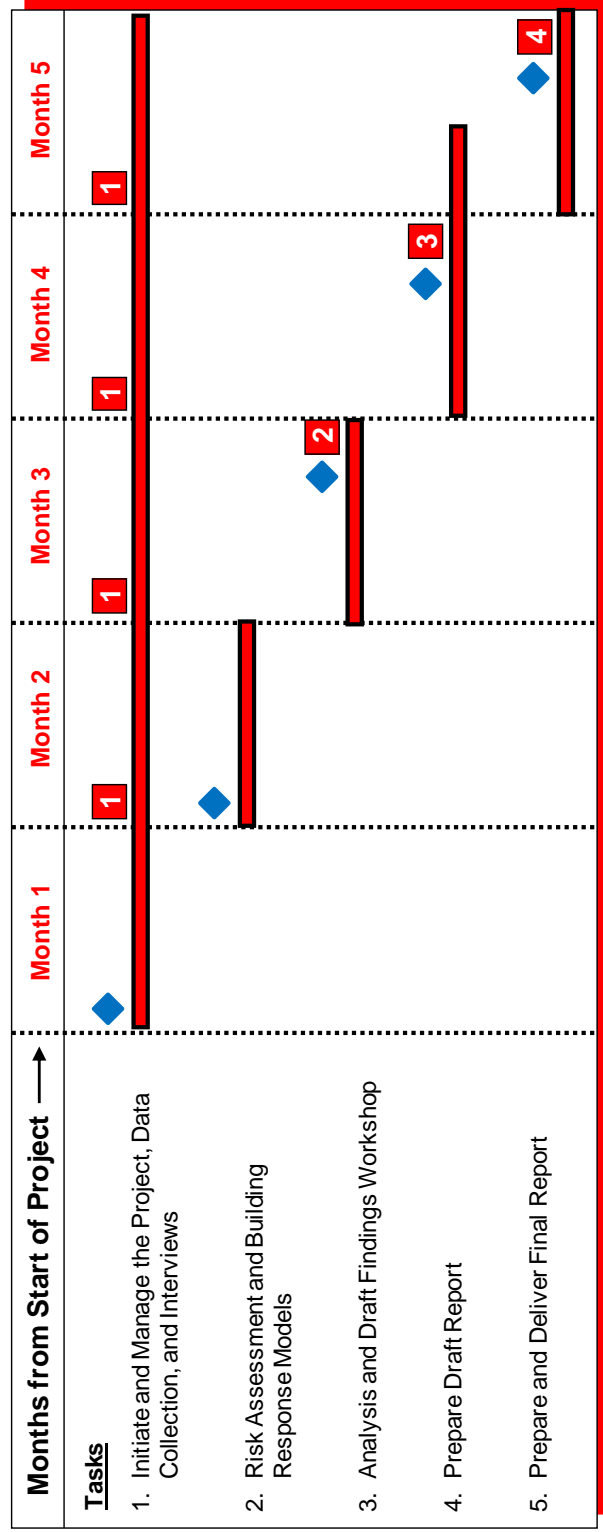
It has to be noted at this point, that Citygate has proposed a five-month project timeframe. We are available to start the project in September 2013. A detailed Work Plan schedule is presented on the following page:



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Montecito Fire Protection District Project Schedule



KEY

- 1 Monthly Status Report
- 2 Preliminary Findings Briefing
- 3 Draft Report Presentation
- 4 Final Report Presentation
- ◆ On-site Meeting/Workshop

