

## CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT EVALUATION AND OPTIONS APPRAISAL PROJECT

### Fire Project Overview

Contra Costa County seeks to determine the optimal fire and first response coverage that can be provided within the County Fire Protection District's defined fiscal limitations. There is a clear understanding at the outset that alternative service delivery methodologies, station deployment and staffing may be required to achieve the objective. Developing an implementable model requires a highly collaborative approach that engages system stakeholders. To that end Fitch & Associates proposes the following scope.

Jurisdictions throughout the country, and especially in California, are facing a new reality in the provision of public services. Fiscal resources are unable to sustain the traditional methods and scope of providing services to the community. Concurrently, the taxpayers are unwilling to increase their contributions to fund the status quo, let alone increased service levels.

In this environment, it is incumbent on government to explore options for the delivery of essential services. This proposal is designed to investigate options for the fire service in Contra Costa County.

One essential activity adopted by fire departments is the response to medical emergencies. This accounts for the vast majority of fire responses. Contra Costa County is undertaking a separate study for the modernization of its EMS system. This will result in recommendations for change to the fire service role in medical response, but making operational changes to the fire service role in EMS cannot be undertaken without fully understanding the impact on, and accounting for, other aspects of the fire service's mission. Fire suppression, prevention, disaster response, homeland security, inspections, and training are among the fire service activities.

This proposal is integrated with the separate, but related, proposal for EMS system modernization. We propose a team of experts in fire service explore and recommend options for the Contra County Fire Department to respond to funding cuts while preparing for the fire agency's future service delivery in an operationally effective, efficient, and sustainable manner.

### Scope of Work

#### 1. Document Existing Service Levels

This element is essential to understand how the County currently meets its scope of service requirements, evaluates risk, determines station and asset location based upon NAED, APCO, NFPA, ISO and other relevant standards. Key elements of the analysis will include a detailed review of call intake/communications center processes, an appraisal of standards of cover, travel distance/time, coverage, response time, workload and call distribution. *Fitch* will evaluate the agency's capabilities as an "All Hazards Department" including risk assessment and mitigation planning for specialized rescue, natural and man-made hazards (e.g. earthquake, flood, wild land fire, landslides, dam failures), Haz-mat sites, transportation, critical facilities and homeland security. *Fitch* will undertake a detailed geographic and demand-based service delivery modeling and GIS Mapping technologies.

## **2. Service Impacts of Station Changes**

*Fitch* will analyze projected community growth, physical barriers, infrastructure, target hazard occupancies, land use, traffic patterns, socio-economic factors and political climate. We will identify impacts of changes to services, facilities, staffing, apparatus and fleet services, training and information management based on that analysis.

## **3. Staffing Levels and Practices**

Staffing levels and practices necessary to support recommended operational changes will be evaluated. This will include location and configuration of stations, scheduling of personnel and composition of staff, potential additional staff and cooperation/coordination of efforts with other internal city agencies.

## **4. Internal Alignment of Responsibilities and Relationships**

We will seek to understand current alignment and relationships. *Fitch* will provide recommendations regarding reporting relationships and the utilization of both uniformed and civilian personnel, including levels of authority and responsibility and the manner in which efforts are planned, directed, coordinated, supervised and evaluated. Job descriptions, work schedules and platoon structure will also be reviewed.

## **5. Optimized Deployment**

*Fitch* will utilize its expertise to objectively determine options to improve the efficiency and effectiveness of department operations as it relates to the deployment (response model), response times, safety and productivity including optimizing response options.

## **6. Current Response Model and Best Practice Comparison**

Current response data will be analyzed and profiled with visual mapping models. *Fitch* will provide recommendations based on industry “best practices” and current CAD software for response data analysis and modeling tools/software that would allow for ongoing just-in-time analysis, compliance to standards analysis and demonstrative impact analysis of hypothetical operational, deployment and facility changes.

## **8. Prevention and Ancillary Support Programs**

Prevention is an essential element in fire-life safety. We will analyze and provide recommendations, additions and changes to current prevention programs, public information and education and support service activities consistent to provide an optimal level of service within defined cost limits.

## **9. Demographics, Growth, Incident Patterns and Strategies for Effectiveness & Efficiency**

*Fitch* will analyze past, current and projected city growth, fire/EMS and other emergency-related incident patterns, including type, frequency and distribution of all calls for service by type and the level and quality of the current service, to develop long-term strategies to improve efficiency and effectiveness of services.

## 10. Ensure Broad Stakeholder Engagement Throughout the Project

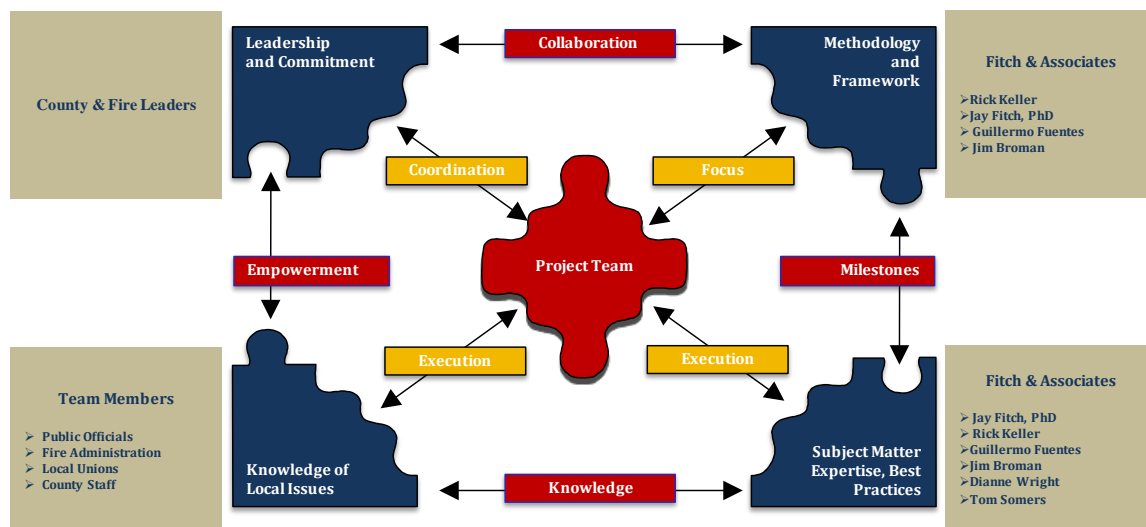
*Fitch* will provide multiple opportunities for internal and external stakeholders to provide input at multiple points during the consultation. These will include stakeholder meetings facilitated by an experienced fire team member, interviews with key stakeholders, electronic surveys and other input tools to achieve the objective.

To fully address the scope of work, *Fitch* will recommend current and future response, operational and business targets using contemporary research. We will quantify resource implications required to achieve these targets and describe opportunities and risks associated with each option presented. Based upon the synthesis of all inputs, recommendations will be made regarding structure, functions, staffing, deployment and fleet configurations. This information is organized into a written report and summarized for presentation to local officials.

### Methodology

The work of the Contra Costa County Fire project is organized in eight phases. In the initial phase we meet key leaders, develop a broader understanding of your perspective and finalize the work plans. In phases two through five, the primary data collection and analysis occurs. During phases six and seven, we assimilate the information in a report format, draft the plan and work with you to shape it to be uniquely yours. In phase eight, the plan is finalized for approval and implementation.

*Fitch* proposes to use a collaborative approach that will blend local knowledge with information provided by subject matter experts in a highly defined process to achieve the objectives. The team approach is illustrated below.



The work plan developed in phase one of the project for your approval will further define the interactions between administration, fire leadership and other stakeholders including community consultation processes.

## **Project Management**

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period of time. We will review our progress against the work plan on a bi-weekly basis to ensure that we are progressing according to plan. Any deviations will be flagged immediately and appropriate action taken, through discussion with you, to address issues.

## **An Experienced Team**

*Fitch* has a nearly 30-year track record conducting evaluations and planning projects for emergency service organizations in nearly 1,000 communities. Examples of relevant fire related projects include:

- City of Las Vegas, NV Fire Department (on behalf of City of North Las Vegas and Clark County) — Regional fire and EMS communications study for the largest departments in Nevada.
- City of Richmond, VA — Comprehensive Fire Master Plan for Virginia's capital city. Optimized resource deployment, staffing and apparatus changes for both fire and EMS first response capacity.
- Hong Kong (China) — Strategy for modernization and implementation of MPDS processes for department that serves nearly 8 million people in the core city and surrounding islands.
- Lacey, WA — FPD #3 (serves City of Lacey and Thurston County FPD). Comprehensive business process and deployment review in a politically complex environment.
- Hanover Park, IL — Business process and deployment review and evaluation of service expansion.
- City of Natchez/Adams County, MS — Comprehensive fire service capacity review, rating enhancement and negotiation of long term service agreement between the county and its largest city.
- Pinellas County, FL — Evaluation of multiple EMS and fire plans involving potential EMS service level changes for 18 fire departments. Project involved quantifying the impact on fire deployment and suppression capabilities for a county that has unique risk factors and 920,000 residents.

There are seven key personnel responsible for accomplishing your project. Of these, three are partners with the firm. Five are active or recently retired fire service executives with extensive planning experience. Members of our team have had experience developing sustainable plans previously implemented by the County as well as multiple projects across the State of California.

Key members of the Contra Costa Fire Project Team include:

Team Member	Position	Primary Responsibilities
<b>Richard A Keller</b>	<i>Founding Partner, Fitch &amp; Associates, 27 years with the firm.</i>	<b>Project Partner, overall project leadership and coordination. Financial review; evaluation of budget and cost models</b>
<b>Joseph (Jay) Fitch, PhD</b>	<i>Founder, Fitch &amp; Associates, 28 years with the firm. Municipal fire district board member, 15 years.</i>	<b>Fire project director, stakeholder input, organizational change management and development of conceptual models for Contra Costa County fire service</b>
<b>Guillermo Fuentes, MBA</b>	<i>Partner, 10 years with the firm, extensive experience in information systems management and CAD/GIS mapping development; he has the distinction of having had two dispatch centers accredited as centers of excellence; former Chief Administrative Officer Niagara (Ontario) Regional Police Agency.</i>	<b>Data collection, deployment plan and optimization of system operations; personnel workload analyses, development of multiple deployment models</b>
<b>Chief James Broman, MPA</b>	<i>Consultant, Two years with the firm —40+ years in fire service; most recently Fire Chief of Lacey Fire District in Thurston County, WA; previously served as Chief, City of Englewood, CO. Chaired professional development committee; IAFC.</i>	<b>Stakeholder input; risk assessment; interface organizational and governance plans across multiple jurisdictions</b>
<b>Michael Ward, MBA</b>	<i>Senior Consultant, 2 years with the firm – 35 years emergency services provider/leader in fire and EMS. Mr. Ward is the author of the <i>Fire Officer Principles and Practices</i> jointly published by IAFC and NFPA.</i>	<b>Stakeholder input, assist in translating fire needs into tangible deployment plans; detailing of fire personnel needs and workload analysis; input regarding risk and impact on ISO rating</b>
<b>Captain Tom Somers</b>	<i>Senior Consultant, 6 years with the firm— 30 years California fire service experience. Currently serving in communications division, Los Angeles City Fire Department.</i>	<b>Communications and data assessment and support; stakeholder input, risk mitigation plan</b>
<b>Dianne G. Wright, MPA</b>	<i>Senior Consultant, 15 years with the firm— 10 years fire and EMS administration with Miami-Dade Fire Rescue, 30 years experience in Florida county and municipal budgeting and finance</i>	<b>Develop budget models based on various deployment plans for comparison purposes; identification of indirect support functions and costing models</b>

*Fitch* will accomplish each of the scope within a 40 week time frame. Individual milestones to be achieved will be developed as part of phase one – detailed plan for approval by the county.

**Fee Estimate**

Fitch & Associates estimates that the project will require more than 600 consultant hours. We propose a project price with progress payments made based on milestones completed. Professional fees for the project are \$150,000. Travel and expenses are estimated at \$20,000. The total price of the project is \$170,000, inclusive of travel and expenses.