



AGENDA ITEM 7B

MEETING: November 19, 2025

TO: Humboldt LAFCo Commissioners

FROM: Colette Santsche, Executive Officer

SUBJECT: **Special Study for North County Fire Services**

The Commission will consider approving the proposal submitted by Matrix Consulting Group to prepare a special study evaluating North County fire and emergency response services. The study will be jointly funded in equal shares by County Service Area 4, the City of Trinidad, and the Trinidad Rancheria. If approved, staff will be directed to work with LAFCo legal counsel to prepare a professional services agreement consistent with the proposal and authorize the Chair to execute the contract on behalf of the Commission.

BACKGROUND

Under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, LAFCos are authorized to initiate and conduct special studies of local agencies (Government Code §56378). These studies may evaluate existing service providers, identify service areas and capacities, examine governance structures, and assess whether service efficiencies or improved outcomes could be achieved through reorganization—such as annexation, detachment, formation, consolidation, or dissolution.

The North County region—from Westhaven/Trinidad/Big Lagoon to Orick—has long faced structural challenges in delivering sustainable fire and emergency response services. Issues include limited paid staffing, declining volunteer availability, heavy reliance on mutual and auto aid, aging facilities and equipment, and fragmented governance arrangements. In response, informal collaboration among North County fire and emergency service agencies was established to jointly evaluate service levels, regional needs, and governance alternatives.

DISCUSSION

For the past several years, the North County Fire Services Working Group—which includes representatives from Humboldt County/County Service Area (CSA) 4, City of Trinidad/Trinidad Volunteer Fire Department, Trinidad Rancheria, Westhaven Volunteer Fire Department, Orick CSD/Orick Volunteer Fire Department, CAL FIRE Trinidad and other providers—has convened regularly to:

- Review existing service delivery challenges
- Assess operational capacity and response gaps
- Consider potential governance and organizational models
- Evaluate long-term service sustainability and funding options

Through this process, agencies have recognized significant service gaps and the need for a coordinated, data-driven assessment.

Currently, CSA 4 contracts with CAL FIRE via an Amador agreement for non-fire season staffing, funded by a special assessment. Westhaven VFD provides service both within and outside CSA 4, operating independently with no dedicated or sustainable funding source. City of Trinidad relies heavily on external providers (Westhaven VFD and CAL FIRE) for response coverage, and shares a fire chief with Westhaven VFD. Trinidad Rancheria lacks a formal fire protection arrangement and is exploring long-term service options.

The Working Group has identified the need for an in-depth Special Study to evaluate:

- Existing and future service demands
- Operational service models and resource needs
- Governance and organizational structure options
- Revenue strategies and cost-sharing frameworks
- Phased implementation steps

In evaluating potential firms to support this effort, LAFCo contacted three consultants with expertise in fire service and organizational studies. Matrix Consulting Group was the most responsive and provided a proposal that best aligned with the Working Group's budget limitations and the project's objectives.

The total cost for the Special Study is \$56,500 ([Attachment A](#)). Each of the three participating agencies—CSA 4, the City of Trinidad, and the Trinidad Rancheria—has indicated willingness to contribute an equal share, pending formal approval by their respective boards/councils.

LAFCo has been requested to administer the contract as a neutral facilitator. Previously, deposits totaling \$15,000 (funded in equal thirds by CSA 4, City of Trinidad, and Trinidad Rancheria) were provided to support LAFCo's coordination of Working Group meetings and assistance with proposal development. Approximately \$10,000 of that deposit remains available to support LAFCo's administration and oversight of the study process.

If the Commission approves the proposal, staff will work with legal counsel to prepare the professional services agreement for execution by the Chair.

RECOMMENDATION

Staff recommends that the Commission

1. Approve the proposal submitted by Matrix Consulting Group to prepare the North County Fire Services Special Study; and
2. Direct staff to work with LAFCo legal counsel to prepare the professional services agreement and return with authorization for the Chair to execute the contract.

Attachments

Attachment A: Matrix Consulting Group Proposal

Revised Proposal to Conduct a Fire Planning Study

NORTH COASTAL HUMBOLDT COUNTY, CALIFORNIA

November 14, 2025



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November 14, 2025

Colette Santsche
Humboldt County LAFCo
670 9th Street, Suite 202
Arcata, CA 95521

Dear Ms. Santsche:

The Matrix Consulting Group, Ltd., a corporation, is pleased to provide you with our revised proposal to conduct a Fire Planning Study for North Coastal Humboldt County. We are highly qualified to work with you on this project – our team’s fire and emergency medical service analytical experience includes over 400 projects throughout the country, including these sample assignments:

Albany, California	Grants Pass, Oregon	Pacific Grove, California
Atherton, California	Huntington Beach, California	Palm Desert, California
Barnstable, Massachusetts	La Quinta, California	Phoenix, Arizona
Bellingham, Washington	Los Banos, California	Red Bluff, California
Big Bear, California	Mercer County, California	Reno, Nevada
Butte County, California	Milwaukee, Wisconsin	Sebastopol, California
Cosumnes CSD, California	Monrovia, California	Sonoma County, California
Dinuba, California	Monterey, California	Placer County, California
Dixon, California	Napa, California	Tuolumne County, California

We are also conducting fire studies in Santa Rosa (CA) and Napa County (CA).

The assigned project team has conducted numerous studies related to fire over the past several years. Two team members have direct experience working with the Center for Public Safety Excellence, serving as Team Leaders and agency assessors. The following points characterize our approach to conducting fire staffing studies:

- All the staff for our proposed team are extremely experienced, having conducted hundreds of EMS and fire service studies themselves.
 - Robert Finn, Vice President of the firm, with 25 years of experience in public safety and 14 years of consulting experience, will manage the project.

- Our lead analyst, Terry Lewis, has led the analysis of all our fire and EMS studies over the past 11 years and is a member of the NFPA and a former Peer Assessor and team leader with CPSE.
- We are a ‘fact-based’ firm providing detailed data collection and analysis.
- In all our studies, we obtain extensive input from ‘stakeholders’, including municipal managers, elected officials, and fire service managers.
- We work closely with our clients through interim reports and review meetings.

If you have any questions, please do not hesitate to contact me at 650-858-0507 or via email at rbrady@matrixcg.net.



Richard P. Brady, Chairman of the Board
Matrix Consulting Group, Ltd.

I Company History, Experience, and Project Team

The Matrix Consulting Group was formed by senior consultants to pursue a service in which the senior people do the work. Our only business focus is the provision of organizational and management analytical services to local government. Our firm's history and composition are summarized below:

- We were founded in 2003 as a corporation in California. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- While we offer a range of services to local governments, our primary service area is public safety. The Matrix Consulting Group's project team has conducted studies of over 400 fire service agencies throughout the United States since its founding.
- Our firm maintains two offices in California (our headquarters is in San Mateo, and we also have an Irvine office), Oregon, Florida, Illinois, North Carolina, and Texas. We currently have 30 full-time and five part-time staff members.

We are proud of our track record in providing analytical assistance to local governments in general, and to fire agencies specifically.

Fire Consulting Experience

The Matrix Consulting Group has conducted over 400 studies on fire and emergency medical services. A summary of the Matrix Consulting Group's fire and emergency medical services analytical experience in recent years is provided in the table below:

Albany, California	Grants Pass, Oregon	Pacific Grove, California
Atherton, California	Huntington Beach, California	Palm Desert, California
Barnstable, Massachusetts	La Quinta, California	Placer County, California
Bellingham, Washington	Los Banos, California	Red Bluff, California
Big Bear, California	Mercer County, California	Reno, Nevada
Butte County, California	Milwaukee, Wisconsin	Sebastopol, California
Cosumnes CSD, California	Monrovia, California	Sonoma County, California
Dinuba, California	Monterey, California	Tuolumne County, California
Dixon, California	Napa, California	Vacaville, California

We are also conducting fire studies in Santa Rosa (CA) and Napa County (CA).

References

The table below includes references from three comparable projects. We encourage you to contact these former clients to learn of the depth and quality of our work.

Placer County, CA

Standards of Cover Study

Sarah Poindexter
Management Analyst II
(530) 889-4037
SPoindex@placer.ca.gov

The Matrix Consulting Group conducted a Community Risk Assessment and Standards of Cover Report for the County Fire Services in the Unincorporated areas of the County. Key findings included the fact that the dispatch system was not accurately capturing call process and turnout times due to system processes, which made travel times appear shorter than actually experienced. Several developments occurring in the County would require expansion of the Fire Service system in the next 5 – 10 years to provide services as population density increased.

The study also resulted in increased minimum staffing on engine companies from 2 to 3 personnel in suburban areas of the County.

North County Fire Protection District, California

Standards of Cover and Strategic Plan Study

Keith McReynolds
Fire Chief
(760) 723-2012 Phone
kmcreynolds@ncfire.org

The Matrix Consulting Group was retained by the North County Fire Protection District to conduct a Standards of Cover Study and develop a strategic plan for the District. The study found opportunities to improve system performance by reducing turnout times.

There were also areas in the central sections of the District with poor initial response time performance that needed to be addressed. Recommendations included relocation of station 2 and adding an additional station in the future. There were also several issues with the upkeep and maintenance of facilities noted and a plan developed to improve maintenance of capital assets moving forward.

Consumnes CSD, California

CRA/Standards of Cover

Liz Silva

Management Analyst

(916) 405-7133

lizysilva@consumnescsd.gov

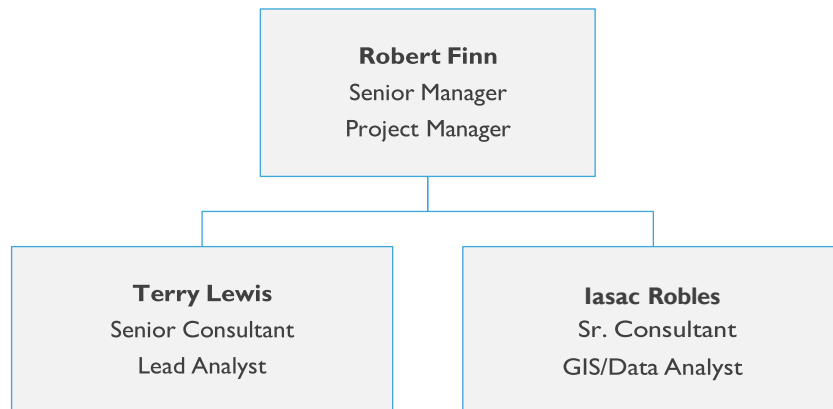
The Matrix Consulting Group was retained develop a Standard of Cover Study and Strategic Plan. The Study examined the response capabilities, response time performance, resource allocations, regional services, and staffing.

Recommendations found opportunities to improve career development and succession planning, change the current EMS response system, improvement opportunities in community risk reduction and the need for a long-term facility plan as growth occurs in the District.

We are happy to provide additional references upon request.

Project Team

The Matrix Consulting Group proposes to utilize a senior project team who have between 10 and 30+ years of professional experience as consultants and/or fire professionals. The organization of the project team is as follows:



The members of our proposed team are extremely experienced, having conducted hundreds of fire service studies themselves.

- **Robert Finn**, a Vice President with over 14 years of consulting experience, who previously served as the Chief of the Southlake (TX) Department of Public Safety Fire Department. He has experience with the Center for Public Safety Excellence (CPSE), where he has served as a peer assessor, team leader, and technical expert.

- **Terry Lewis**, a Manager, has been a fire consultant for over 8 years. He also has previous experience at all levels of the fire service, including as Chief of the Henderson, KY Fire Department. He has experience with the CPSE serving as a peer assessor, team leader, and agency mentor.
- **laasic Robles** is a Senior Consultant with Matrix Consulting Group, providing data analytics and GIS analysis. He joined the firm two years ago and has 12 years of experience, specializing in data and GIS analysis, as well as community planning.

Single-page project team resumes are included in the pages that follow.

ROBERT FINN

VICE PRESIDENT, MATRIX CONSULTING GROUP

ROBERT FINN Robert is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships. Robert has over 30 years of fire service and consulting experience covering all aspects of the fire service industry. Robert's relevant experience includes serving the City of Southlake, Texas for 25 years in the following roles:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999) – Level II Instructor
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

Experience Highlights

Big Bear, CA: Robert was the lead analyst on this study to look at the staffing, operations, and deployment of the fire department. Key findings/achievements include:

- Development of a 10-year Master Plan
- 5-year plan for a new station in the northwest area of the City
- Increasing staffing on engine companies to 3 personnel
- Improvements to the paid call firefighter program

Atherton, CA: Robert was the lead analyst on this study to evaluate the feasibility of forming a Town Fire Department as compared with contracting with the Menlo Park FPD for services. Key findings/achievements include:

- Menlo Park was providing a high level of service to the Town.
- The Town was contributing to pay for services provided by the District that were not needed in the Town.
- Forming a Town Fire Department would require the construction of a second fire station but save the Town over \$5 million annually.

Role on This Engagement: Robert will be the project manager and lead analyst on this project. He served in this role on all the references previously provided.

Relevant Clients:

CA Atherton
 CA Big Bear
 CA Cosumnes CSD
 CA Mercer County
 CA Monterey
 CA Sebastopol
 CA Vernon
 CA W. Sacramento
 CT Westport
 GA DeKalb County
 IA Davenport
 MA Billerica
 MA Boston
 MA Chelsea
 MA Yarmouth
 MI Sterling Heights
 NC Raleigh
 NY Bedford
 NY New Rochelle
 OH Cleveland
 TX Possum Kingdom
 TX San Antonio
 WA Bellingham
 WI Oshkosh

Years of Experience: 30

Education:

MBA, and BS, Public Safety Administration, Grand Canyon University

Professional Association:

National Fire Protection Association (NFA)

International Association of Fire Chiefs (IAFC)

Center for Public Safety Excellence (CPSE)

TERRY LEWIS

MANAGER, MATRIX CONSULTING GROUP

TERRY LEWIS has over 30 years of fire service and consulting experience. He previously served as the Chief of the Henderson (KY) Fire Department. Terry has a strong educational background coupled with a successful track record of leading an agency of 60 personnel in a community with 30,000 residents. Terry brings a wealth of knowledge and experience evaluating the staffing and operational needs of fire and EMS operations.

Terry's relevant experience includes serving the City of Henderson, Kentucky as Fire Chief for 10 years. He began his career with the Loveland-Symmes (OH) Fire Department where he advanced through the ranks until being appointed as Chief of Henderson. He has experience in the following areas:

- Administration
- Fire Prevention
- Financial Management
- Operations
- Hazardous Materials

Experience Highlights

Los Banos, CA: Terry served as a fire analyst for this engagement. He was responsible for analyzing all aspects of the project that developed the Standards of Cover and Strategic Plan. Key findings/achievements include:

- Relocating station 2 to better serve the City
- Adding a 3rd station in phase II implementation
- Adding a civilian fire inspector
- Creating a training officer position.

Cosumnes CSD, CA: Terry was a project analyst on this study to conduct a Community Risk Assessment/Standards of Coverage Study. Key findings/achievements include:

- Establishing varied performance standards for urban, suburban, and rural planning zones.
- Upgrading the traffic signal pre-emption system.
- Adding a peak time EMS transport unit in the daytime.

Role on This Engagement: Terry will be a project analyst.

Relevant Clients:

CA Atherton
 CA Big Bear
 CA Butte County
 CA Dixon
 CA Consumnes CSD
 CA Mercer County
 CA Monterey
 CO Mesa County
 CO Steamboat Springs
 CT Greenwich
 CT Westport
 FL Coconut Creek
 GA DeKalb County
 IA Davenport
 MA Billerica
 MA Boston
 MI Sterling Heights
 NC Raleigh
 NH Berlin
 NY New Rochelle
 OH Cleveland
 TX San Antonio
 WA Redmond
 WI Oshkosh

Years of Experience: 30+

Education:

BS Fire Technology, AS Accounting, University of Cincinnati

Professional Association:

National Fire Protection Association (NFA)

International Association of Fire Chiefs (IAFC)

Center for Public Safety Excellence (CPSE)

ISAAC ROBLES

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

ISAAC ROBLES has over a decade of professional experience in G.I.S. analysis, long range planning, and public safety strategic planning, with a focus on developing innovative and data-driven solutions for local government agencies. He is skilled in applying ArcGIS and data visualization tools to support strategic decision-making and enhance operational outcomes.

Experience Highlights

Hudson, OH: Isaac served as the G.I.S./data analyst for this project, which focused on evaluating drive-time coverage and the population served. His contributions included spatial and demographic analyses. Key findings/ achievements of the project:

- Developed a detailed drive-time analysis to define coverage areas based on the locations of proposed fire stations, maximizing recourse allocation and response efficiency.
- Conducted a comprehensive population analysis using U.S. Census data to assess demographic distribution within coverage areas.

Dublin, CA: Isaac served as the G.I.S./data analyst for this project, which focused on assessing auto-aid coverage and personnel response effectiveness. Through spatial analyses, he provided insights to inform operational improvements. Key findings/ achievements of the project:

- Evaluated the drive-time coverage of auto-aid stations to identify service gaps.
- Conducted detailed assessment of fire-personnel deployment, analyzing how many responders could reach specific areas within designated timeframes.

Role on This Engagement: Isaac will serve as a data analytics/ G.I.S. analyst.

Relevant Clients:

AZ Maricopa
CA Dublin
CA Morro Bay
CA Montebello
CA Napa
OH Hudson
TX Addison

Years of Experience: 10+

Education:

BS Coastal Resource
Management, Texas A&M
University

MS Public Administration,
Tarleton State University

MS City & Regional
Planning, University of
Texas at Arlington

2 Scope of Work

This section of the proposal outlines our understanding of the project, our overall approach to conducting the work, a detailed task plan, and the project timeline.

Project Understanding

The North Bay Study Area includes County Service Area 4 (CSA 4), the City of Trinidad, the Trinidad Rancheria, and some small unincorporated areas not included in any local fire-related district. CSA 4's benefit assessment, supplemented by County General Fund contributions as needed, provides funding to support one CAL FIRE staffed Amador station to remain open during the non-fire season. CAL FIRE also provides a year-round response to community fire and rescue (EMS) calls in the City of Trinidad and the Trinidad Rancheria. The City of Trinidad budgets to support a city volunteer fire department, and the Trinidad Rancheria does not have its own fire department. A Fire Services Working Group has been convened to evaluate strategies and options for providing the best possible fire and rescue services to the residents and visitors of the North Bay Study Area. Members of this Working Group include the following:

Service Recipients:

- County (CAO/Board Members, on behalf of CSA 4 residents/taxpayers)
- Trinidad Rancheria (staff on behalf of tribal members and enterprises)
- City of Trinidad (City Manager/Council Members, on behalf of city residents/taxpayers)

Service Providers:

- Westhaven VFD Chief and other reps as available
 - Operational leadership for community fire and rescue volunteers serving Westhaven and the City of Trinidad
- CAL FIRE Battalion Chief and other reps as available
 - Professional community fire and rescue services for CSA 4 for non-fire season
 - Professional wildland and all-risk services for Battalion 4 during fire season
- Orick VFD Chief and other reps as available (Orick CSD resource)
 - Community fire and rescue volunteers, mutual aid in the study area
- Arcata FPD Chief and other reps as available
 - Professional community fire and rescue services are an automatic mutual aid partner within the study area

The Working Group has identified several key issues impacting effective fire service delivery in the area, including:

- Service provider response is out of alignment with jurisdictional boundaries (more than is expected under mutual aid agreements).
- The Westhaven VFD currently does not receive funding from CSA 4, despite operating within its service area.
- There is a reliance within the Study Area on mutual aid from neighboring service providers (primarily Arcata FPD and Orick VFD) to ensure prompt and efficient emergency services. CAL FIRE can be included in this point for their out-of-state responsibility area and state mission goodwill services to the City and Rancheria during fire season.
- The City of Trinidad and Trinidad Rancheria are non-paying beneficiaries of the services provided through the Amador agreement with CAL FIRE during the non-fire season and goodwill services from CAL FIRE during the fire season.

The Working Group agreed that a consultant contract administered by the Local Agency Formation Commission, on behalf of the partnership, is appropriate. The scope of work for the project will include:

- Evaluation of existing and needed service levels.
- Development of appropriate operational models, including cost estimates and associated financial projections.
- Development of appropriate organizational and governance models to support the best possible service within the study area.
- Analysis of revenue options to support operational and organizational model(s)
- Implementation plan to achieve the recommended operational/organizational model.

Philosophy and Approach

We take a clearly defined, client-centered project approach to each study we conduct. Key elements of our philosophy and approach to providing consulting services include:

- A principal of the firm is involved in every project, providing oversight and quality control to all our studies. As the leader



Objective & Data Driven



Analytical Methodology



Collaborative
Communication



Effective Project
Management

of our Fire Consulting practice and the firm's Vice President, Robert Finn will act in this capacity.

- We are objective and data driven.
 - We ensure that our analysis is based on a comprehensive understanding of the client's unique service levels, workloads, risks, and operating environment.
 - Our data collection and documentation process, along with our empirical, model-based approach to workload and staffing analysis, enables us to provide quantitative analysis that supports our work.
- Our projects are approached with a firm grounding in analysis. Our clients receive a detailed analysis of their specific issues and their impact on agency objectives. Issues are identified and thoroughly analyzed to facilitate the implementation process.
- We utilize formal project management techniques to ensure timely task completion and thorough analysis of issues.
 - The project manager defines and assigns work activities to specific team members with timelines, and designs and reviews all interim and final products before they are delivered to the client.
 - We also seek internal “ownership” of results by conducting extensive interviews, reviewing compiled data and interim deliverables, and maintaining frequent, regular communication with our clients.

These approaches have a very positive impact on implementation.

Work Plan

Task I | Project Initiation

The purpose of this first task is to develop a thorough understanding of the issues and expectations of all key parties to the study. The initial kickoff meeting will be conducted virtually, and subsequent interviews will be held both on-site and virtually. Completion of this task will include:

- Conduct a project kick-off meeting with LAFCo and representatives of the Working Group to review the scope of work and expectations for this study and finalize the project schedule. We will discuss the perceived strengths and weaknesses of the current fire delivery system within the Study Area, including deployment, staffing, operations, cost sharing, and any other relevant issues that may impact this project.

- We will also meet with any other stakeholders identified by the client as critical for obtaining an understanding of the current state of fire service delivery in the North Bay Study Area. This can include elected officials, as well as Finance and Community Development.
- A meeting will be held with key fire and rescue service provider representatives involved in the study to gather their perspectives, discuss the project, and engage them in the study.

We will also develop a detailed data collection list to allow the initial analysis of the current state of the service provided by the service providers. This will include organizational charts, budgets, staffing by position (both career and volunteer), annual reports, Fire Master Plans, CAD data sets, emergency response data, station and apparatus information, key target hazards, and other relevant data necessary to evaluate the fire service options available to the service recipients within the Study Area.

Task Deliverable - The result of this task will be a final project work plan that reflects the project team's updated understanding of the project, including the development of a weekly schedule and task plan, and the delivery of the data collection request.

Task 2**Conduct Internal Working Group Meetings and Develop an Existing Conditions Assessment**

To evaluate the operations and processes of the agencies serving the North Bay Study Area, we need to develop a comprehensive understanding of the key issues that impact and shape service requirements. To develop this perspective, we will conduct interviews with representatives from each of the service providers, service recipient jurisdictional management (including County, City, and Rancheria staff), appointed and elected officials, and other individuals involved in decisions about the delivery of emergency services. These interviews will focus on exploring issues and attitudes in the following areas:

- Adequacy of service levels and perceived gaps in existing levels of service.
- Level of need for dedicated services where there is no formal provision for them within the Study Area (Rancheria and unincorporated areas outside of any fire-related district).
- Organizational changes that have been made in the past several years and perceptions of the impacts of these changes.
- Goals and objectives for the delivery of services in each operational and functional area, as well as geographic area.
- Adequacy of management systems and technology, and the extent to which managers utilize this information to make meaningful managerial, operational, scheduling, and staff allocation decisions.
- Outsourcing philosophy of the County/CSA 4, including the services currently outsourced and additional candidates.
- Identification of relevant workload for staff involved in the plan review and inspection process.

Next, we will develop a detailed description of the local fire and rescue services provided within the Study Area. Our focus will be on how services are delivered, staffed, and managed. The development of this detailed description will be based on interviews as well as on the collection of operating information and data, including the following:

- The current organization of the community fire service providers, including:
 - The use of career, paid call, and volunteer staff.
 - The organizational structure.
 - The number of staff and volunteers.
- Documentation of all key operations, including:
 - Service scope and content.
 - How staff and volunteers are scheduled and deployed.

- Workload data and service levels
 - Current ISO ratings and review of the most recent assessment
 - The extent of contracted services for service delivery by type, size, and cost.
- Documentation of management systems available to support operations, including:
 - Financial reporting, billing, and systems.
 - Budget allocation and funding sources.
 - Organizational business processes and procedures.
- Document the current coordination mechanism and procedures in place to coordinate service delivery among the agencies/organizations providing fire services in the Study Area.

Additionally, we will document key processes, educational materials, communications, and the utilization of technology to facilitate the completion of work tasks. In addition to conducting interviews, the project team will observe operations.

After the initial data collection activities have been completed, the project team will prepare a summary of the current state assessment, presenting our understanding of the current organization, staffing, and operations of the services provided. This profile will be circulated among Work Group members and LAFCo staff for review and comment to ensure the accuracy of our understanding. This current state assessment/profile will then be presented to LAFCo and the Working Group. Once completed and reviewed, the current state assessment will provide the basis for the analysis conducted and completed in subsequent study tasks.

 **Task Deliverable** – A current state assessment summarizing staffing levels, roles, technology levels, processes, and workload for each fire agency.

Task 3 | **Conduct an Analysis of Calls for Service**

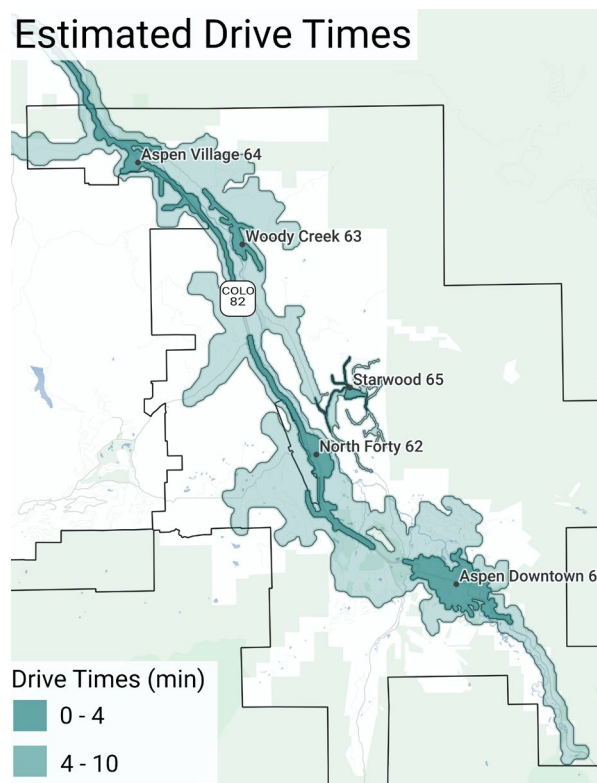
This task will focus on analyzing calls for service, including call data analysis related to types of calls, location of calls, responding entity, turnout, and response times. This assessment demonstrates the effectiveness of the community fire service providers in mitigating and responding to the fire and non-fire risks within their service area. This analysis will assist in developing policies and procedures that establish community expectations for the distribution and concentration of fixed and mobile resources among emergency response providers.

(I) Review of Historical System Performance.

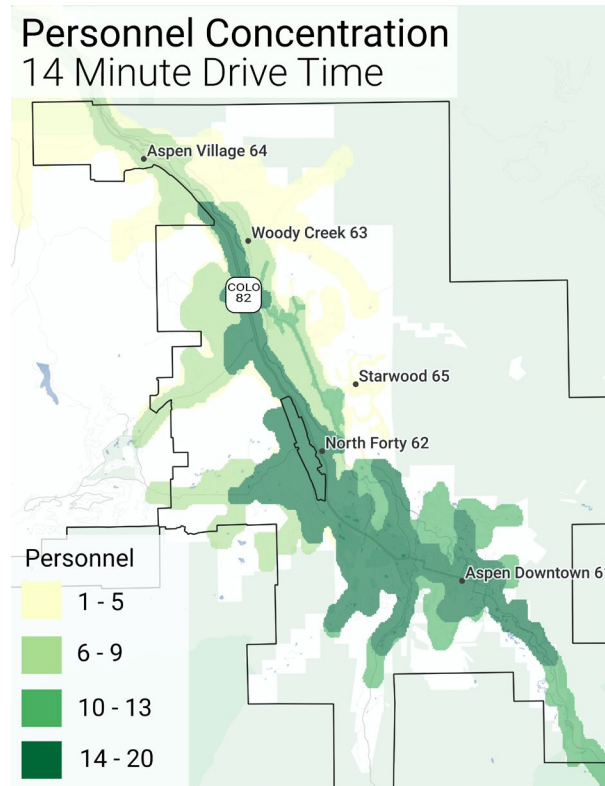
The project team will review and observe areas that are involved explicitly in or affect

service levels and performance. This will include reviewing the impact of traffic calming strategies and other modifications that can impact response travel times. Key areas to be reviewed will include:

- **System Performance** – This task will focus on analyzing the system performance over the past three (3) years. Areas analyzed include alarm handling, turnout, travel, and total response time.
- **Distribution Study** – Overview of the current facility and apparatus deployment strategy, analyzed through GIS software, identifying service gaps and redundancies in initial unit arrival.



- **Concentration Study**
 - Analysis of response times to achieve an effective response force
 - Analysis of fire station distribution for an effective response force



- **Reliability Study**
 - Analysis of current workload, including unit hour utilization.
 - Review of actual or estimated failure rates of individual responders
 - Analysis of call concurrency and impacts on response and responder exhaustion
 - Analysis of actual system reflex time performance, both system-wide and by individual responder
- **Review of automatic and mutual aid documents** to determine the ability of outside agencies to assist in the delivery of emergency services, and development of an effective response force, as well as the creation of maps illustrating the capabilities of these resources and the effectiveness of the inter-jurisdictional response. We will also evaluate the impact and use of automatic and mutual aid.

(2) Evaluation of the Water Supply System

This task will focus on analyzing the current water supply systems in the North Bay Study Area and assessing how well they meet the needs of all expected fire suppression activities.

Specific areas to be analyzed during this task include:

- Current fire flow requirements in each service area (city, unincorporated area, rancheria)
- Current location of hydrants and any alternative water sources
- Water main sizes, locations, and flow data.

(3) Establish Performance Objectives and Measures

Once the above tasks have been completed and the capabilities of the responding entities' and regional response system are known, the project team will work to develop an appropriate set of goals and objectives for the Study Area specific to the types of risks identified as probable. Goals and objectives will be developed for:

- **Performance Objectives and Measures.**
 - **Distribution** – Initial attack resources for risk-specific intervention.
 - **Concentration** – Effective response force assembly, or the initial resources necessary to stop the escalation of the emergency for each risk type.
 - Are changes needed to the response time standards?
- **Overview of Compliance Methodology** – The project team will work with LAFCo staff and Working Group members to develop a methodology to provide continual measurement of future performance.

Task Deliverable - This task will conclude with an interim project report that illustrates the performance of fire and rescue service providers in responding to calls for service and how mutual and automatic aid resources assist in service delivery.

Task 4 | Assess the Current Fire Station Condition

The existing stations in the study area will be inspected to ensure they provide a suitable and safe location for employees/volunteers to work and operate from. The project team will tour the facilities utilized by each service provider to review the following:

- **Complete a detailed facilities inventory.** We will meet with the appropriate representative to review maintenance histories for the fire stations.
- **Conduct a functional analysis of stations.** We will tour the fire stations to analyze the building conditions, efficiency, square footage, staff/volunteer-to-square-foot ratio, and adjacencies.
- **Inspect the general site conditions.** This assessment will examine all parking lot conditions, including surfacing, sealing, and striping, as well as sidewalks, access ramps, steps, and entrances into the building. Any deficiencies will be identified and reported. Drainage, fencing, and signage will also be examined.
- **Evaluate the building envelope.** The condition of the exterior walls, windows,

doors, and roof will be assessed, and any required repairs will be noted, including prior leaks and previous repair attempts.

- **Evaluate the building interior.** The general conditions of the interior finishes and substrates, including walls, floors, insulation, ceilings, doors and hardware, and casework and millwork, will be assessed for any inefficiencies.
- **Identification of life safety issues.** All life safety issues will be identified, and recommendations made to bring all such deficiencies into compliance. Issues to review include emergency egress, emergency lighting, alarms and pull boxes, fire suppression systems, and the quantity and placement of fire extinguishers.
- **Apparatus Assessment.** During the station tours, an assessment of the apparatus housed at the station will be conducted to ensure it meets the current and projected needs of the response area. The age, condition, and serviceability of the apparatus will be documented. This will allow the development of an appropriate apparatus replacement schedule during the development of the study.

Task Deliverable - The result of this task would be an analysis of the adequacy of the current fire stations and apparatus.

Task 5 | Development of the Draft and Final Report

Once the work tasks noted above have been completed, our findings, conclusions, and recommendations will be documented in the form of a draft and final report to LAFCo and the Working Group, together with detailed implementation plans. This will include:

- Executive Summary.
- Description of the current capital facility infrastructure, deficiencies, and scope and cost to remedy identified deficiencies, as well as facility needs.
- Development of goals and objectives for the short, mid, and long-term that are specific, measurable, attainable, realistic, and time-bound (SMART).
- Implementation plan to achieve the goals and objectives, including organizational changes, costs, partnerships, changes in laws, policies, or regulations required, and the person responsible for the goal.
- Fully detailed cost of any proposed costs or savings from the changes.
- Development of performance measures to track the implementation and success of the goals and objectives.

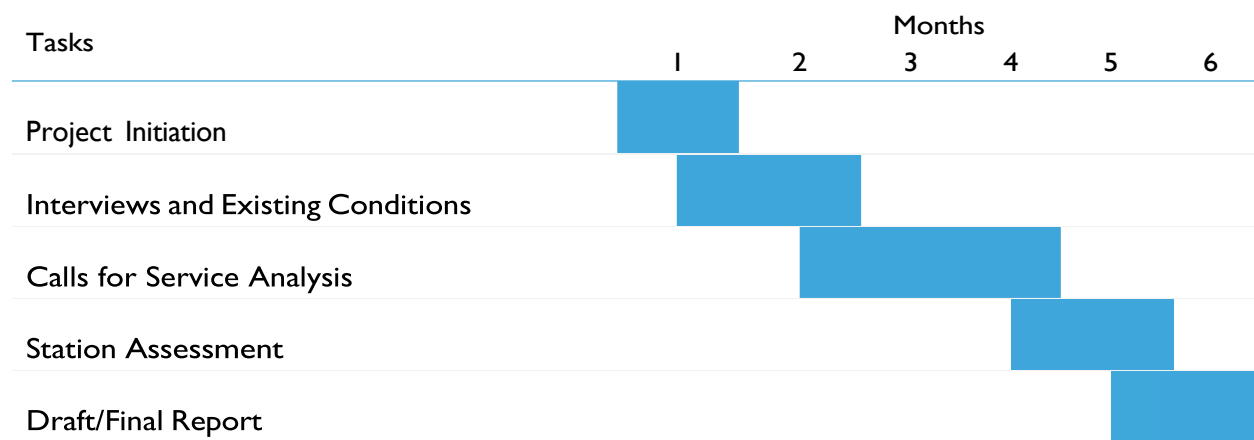
- Are there any recommendations that will require action by the Board of Supervisors/CSA 4 Board of Directors, City Council, and or Tribal Council?
- Supportive maps, charts, and graphs.

The report will include a detailed analysis of the items within the scope of work, along with timelines and targets for implementing change, as well as the costs associated with that change.

Task Deliverable - The draft report will be reviewed with LAFCo and the Working Group while in draft form. Once all reviews and any necessary revisions have been completed and the report is in final form, we will make a formal presentation of the report, if desired.

Project Schedule

The following chart outlines a six-month schedule to complete the study, organized by task area.



Presentations will take place after the study is finalized. Timelines can be adjusted based on the client's schedule and other commitments, as agreed upon with LAFCo and the Working Group.

3 Pricing Information

The Matrix Consulting Group is proposing to conduct the Fire Planning Study for the North Bay Planning Area at a not-to-exceed cost of **\$56,500**, including all fees and expenses, as described in the following table:

Task	Project Manager	Lead Analyst	Project Analyst	Total Hours	Task Cost
Project Initiation	8	4	0	12	\$2,540
Existing Conditions	16	48	24	88	\$15,920
Calls for Service Analysis	8	24	32	64	\$11,160
Station Assessment	8	24	8	40	\$7,320
Draft and Final Report	16	40	28	84	\$15,160
Total Hours	56	140	92	288	
Rate Per Hour	\$230	\$175	\$160		
Professional Fees	\$12,880	\$24,500	\$14,720		\$52,100
Project Expenses					\$4,300
Project Cost					\$56,500

Our usual practice is to invoice our clients monthly for time and materials up to the total project amount. We are also amenable to alternative invoicing arrangements. We will bill for travel and any related expenses at actual cost.