

Qualifications to Develop a Risk Assessment Study and Standards of Cover for the Aspen Fire Protection District

11-May-2022

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MISSIONCIT, LLC

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Cover Letter

Please accept the submittal from MissionCIT, LLC for your Request for a Proposal to provide a Community Risk Assessment/Standards of Cover for the Aspen Fire Protection District. We are excited about this opportunity and will outline our skills and abilities to meet your requirements. We are a small yet passionate firm that, to date, has completed several projects for other fire and emergency services organizations such as yours to include organizational assessments, staffing studies, and strategic planning services.

Our size and the quality of our team members allow us to strive for excellence in all that we do for an organization. We do not provide sterile, cookie-cutter services but truly look for real and practical solutions to the issues that face emergency services organizations today. We are dedicated to meeting your needs and the needs of the RFP. The size of our company allows for dedicated focus on your needs, the needs of the project, and to meet the project timelines responsibly. Our team cares about your team.

MissionCIT, LLC is uniquely qualified to meet and exceed the Aspen Fire Protection District's expectations in this request for proposal. All of the team members who will be assigned to this project are current or immediate past fire and emergency services officers with vast experience. The specific team members are included in the proposal. They have managed volunteer, career, and combination departments of various sizes (rural, suburban, and urban) and demographics. They have managed departments serving between 30,000 and 400,000, providing fire and emergency medical services. Several have managed in union and collective bargaining departments. They are experienced practitioners in the field who take emergency services personally and desire excellence in all areas. All have experience in organizational assessment, deployment analysis, and meeting strategic plan goals and objectives. We include several members who have direct experience in community risk reduction in their organizations and have had past experience in developing cover standards.

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Company Overview

With a collective experience of practical and technical expertise, MissionCIT, LLC is uniquely positioned to offer custom services to developing and established fire and EMS organizations. Created in the Spring of 2019, our company has seen phenomenal growth and interest from many emergency services agencies. We provide custom services to small to moderate-sized organizations through our dedicated team of experienced professionals.

Relevant strategic services include:

- Community risk assessments;
- Standards of cover;
- Strategic planning;
- Fostering, revitalizing, and enhancing recruitment and retention tactics;
- Cutting edge curriculum and assessment instruments;
- Grant writing and preparation;
- Providing guidance for organizations to align to the most current standards for national certification; and
- Strengthening leadership to ensure the longevity of the organization.

In addition, MissionCIT provides

- Fire Service Training
- EMT & EMR Training
- Entry & Promotional Testing

For the Aspen Fire Protection District, which desires to link its previously developed strategic plan with an operational community risk assessment and standard of cover plan, our consultant team is pleased to provide the following proposal.

Project Understanding

MissionCIT, LLC understands that the Aspen Fire Protection District desires to retain a qualified and experienced consulting firm to conduct a comprehensive Community Risk Assessment of the department's response district and develop a comprehensive Standards of Cover plan for the District. All data collection, analysis, and plan development will be based on nationally recognized guidelines and criteria of current fire and emergency services. The baseline criteria used will include those generated by the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), and the Commission on Fire Accreditation International (CFAI).

MissionCIT, LLC will provide all deliverables as outlined in the request for proposal. As outlined in the RFP, MissionCIT, LLC will produce a "Standards of Cover document that is fully compliant with industry best practices in the field of deployment analysis. This evaluation and analysis of data will be based on nationally recognized guidelines and criteria, including recognized National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted practices within emergency services. All methodology used in this Standard of Cover analysis of the District will follow the methodology described in the "Community Risk Assessment: Standards of Cover," 6th Edition, published by the Commission on Fire Accreditation International (CFAI)."

This scope of work will include but not be limited to the major areas defined in the RFP to include;

- A general summary of the community and constituents served by the District.
- Analysis and summary of the services provided by the District.
- Examine the effectiveness of the inter-jurisdictional response.
- Analysis and summary of the Community Risk.
- Review of Historical Fire Service System Performance.
- Performance Objectives and Measures.
- Analysis of District Governance, Leadership Roles, Responsibilities, and Function
- Evaluation, Conclusions, and Recommendations to Policy Makers

It is assumed that all data and information elements indicated in the RFP necessary for this project are available by the Aspen Fire Protection District or some other local government entity for collection, transfer, and analysis by the consulting team.

Project Plan and Timeline

Our plan of action, once awarded the contract, will be to aggressively begin interaction with key Aspen Fire staff, board members, organizational members, and community members. We will start developing appropriate survey instruments and engage all stakeholders in the action plan. Concurrently with this process, we will develop our risk assessment criteria to begin the community risk assessment, review the organizational capabilities/needs and assess the current and future state of the response district.

Once these three processes have been completed, all team members will collaborate with Aspen Fire Protection District officials on how the data shape the standards of cover. The objective is to ensure that the District provides the highest level of services for the future and, where there are any gaps in service delivery to meet the standards of cover.

From this analysis, a plan of action to correct these gaps will be made. This plan of action will include any and all deployment changes, staffing changes, facility and equipment changes, and other organizational changes necessary to improve service delivery.

The following section details the Scope of Work and proposed project Timeline prepared by MissionCIT, LLC for the Aspen Fire Protection District. This section is designed to provide detail on a proposed timeframe for MissionCIT, LLC to complete and present a Community Risk Assessment and Standards of Cover Plan. We understand that the timeline may need to be adjusted based on a number of factors not known at the time this proposal was created, such as an increase in COVID spread, travel restrictions, etc. This is not a contractual timeline and can be changed as needed based on input from the Aspen Fire Protection District. The scope of work and timeline is constructed on a month-by-month basis and begins after the signing of a contract.

Risk Assessment Study and Standards of Cover for the Aspen Fire Protection District

Month/Date	Tasks
June 20th	Contract award and signing Begin to develop a stakeholder survey Develop a stakeholder meeting format
July	Deploy stakeholder survey Hold Stakeholder meetings <ul style="list-style-type: none"> - Site visit by team (5 days) Begin data collection <ul style="list-style-type: none"> - Organizational response data - Organizational Staffing data - Risk hazard data within the response area - District demographics and future End of July – Close stakeholder survey
August	Continue with data collection Discuss data collected with key officials and data originators. Review deployment options and results <ul style="list-style-type: none"> - Site visit by team (3 days) Begin data analysis/compilation
September	Continue with data analysis/compilation Complete data collection Begin plan development
October 30th	The first draft of the plan completed and distributed to key stakeholders for review and comment
November	Final draft plan comments received by November 15 th Final Plan document completed
December 15th	Plan presentation <ul style="list-style-type: none"> - Site visit by team (3 days) Address Questions

Additional zoom or phone meetings may be held between the team members and key personnel as needed during the term of the project.

Projects and References

Nitro Fire Department

Completed: Our team developed a Strategic Plan for the **Nitro Fire Department** in West Virginia. This is a combination fire department of 15 career firefighters and ten (10) volunteer firefighters. The Town is suburban and has a current population estimate of 6,500. Our team worked closely with city officials and provided: an internal and external survey, needs analysis study, community risk reduction plan, community engagement plan, facility and building study, apparatus replacement plan, GIS data analysis, financial analysis and forecast, and staffing analysis.

Contact Information:

Chief Casey Mathes

nfdchief@cityofnitro.org

304-755-1431

Watch Hill Fire Department

Completed: Our team recently completed a Recruitment & Retention Plan/Staffing Study for the **Watch Hill Fire Department** in Rhode Island. This is a combination fire department of 10 career firefighters and 25 volunteer firefighters. Watch Hill is one of five tax districts within the Town of Westerly, Rhode Island. The District is rural, with a population of 750 during the off-peak months that grows to nearly 2000 during the summer season. Our team created a Staffing Plan, which included recommendations for hiring a full-time Fire Chief/Fire Marshal and hiring additional day-time career staff. Our team also created a comprehensive Recruitment & Retention plan providing strategies for increasing the volunteer staffing.

Contact Information

Deputy Chief Scott Harold

sharold@chubb.com

203-824-2149

Greenwich Fire Department

Completed: Our team of consultants delivered a five-year Strategic Plan for the **Greenwich Fire Department** in April of 2021. This is a combination fire department of approximately 106 career firefighters supplemented by approximately 90 volunteers serving over 60 square miles. The Town is a mix of suburban and rural, with a current ISO rating of 5 in the suburban section and 8 in the rural section. The population as of 2018 was 62,727.

Our team created a survey that was distributed to the fire department members and external town officials. The results of this survey helped us identify strengths and weaknesses, along with short and long-term goals. We conducted on-site interviews and toured facilities for three days.

Our team created (7) overall goals for the fire department and several objectives for each goal.

Contact Information:

Assistant Chief Brian Koczak

Brian.koczak@greenwichct.org

203-622-3952

Proposed Project Cost

Consultant Work Time Data collection, meeting facilitation, data analysis, and plan development 840 hours, 5 Consultants Site Visits – 144 hours	\$44,280
Travel - Consultant Team Members - Initial 5 Day Site Visit (All 4 consultants) - 3-Day mid-project site visit (3 consultants) - Final presentation – 3-day site visit (3 consultants) Includes all related travel, lodging, and food expenses	\$22,500
GIS Analyst - Data Analysis and Mapping	\$6,000
Final Plan – Printing Costs	\$500
Total Project Cost	\$73,280

Payment Schedule

- 25% due upon signing of the contract.
- Monthly invoicing to follow through projected finish date in December 2022.
- Flight travel expenses for consultants are estimated at \$1000, and will be pre-approved by the client. Actual expenses validated by receipts conforming to client policies will be submitted.

Additional work shall be performed when requested in writing by the client, per mutually agreeable fees.

This price quotation is valid for 90 days from bid opening.

Project Team Members

Each of our primary team members has at least 25 years of professional experience with fire and EMS agencies. All team members will be fully available to complete the project in the proposed timeline. Below is a list of projected team members for this project. A complete version of each team member's CV can be made available upon request.

Team Leader – Chief Keith Brower

Chief W. Keith Brower, Jr. retired from the Loudoun County, VA Combined Fire and Rescue Service (LC-CFRS) in 2018, following 45 years of career and volunteer service. He was appointed as the County Fire Chief in 2010.

During Chief Brower's career, Loudoun County experienced unparalleled growth. As a Washington, D.C. area suburb, Loudoun County became among the fastest-growing jurisdictions in the United States. In 2005, the fire and rescue system embarked upon a Service Plan to establish the future needs for the rapidly changing nature of the volunteer system. This study recommended a number of standards of cover, which have recently been updated (2020) to further enhance the system operations.

Chief Brower was instrumental in the design and management of the Oliver R. Dube Fire Training Academy, overseeing the re-write and re-adoption of the Loudoun County Fire Prevention Code, serving at the Pentagon on 9/11, and becoming the first Countywide "System" Chief following the consolidation of the County Fire and Rescue Department and the 15 Volunteer Fire and EMS companies into a single operational entity in 2014.

Chief Brower possesses numerous professional certifications. In 2018 he was recognized as a "Chief Fire Officer" by the Center for Public Safety Excellence and was honored as the Governor of Virginia's "Career Fire Chief of the Year." In 2019, Chief Brower was given the "Distinguished Alumni" award by Bridgewater College. Chief Brower presently serves as a Special Projects Consultant for the National Fallen Firefighters Foundation (NFFF). His primary role is to represent the NFFF on the Vision 20/20 Steering Committee.

Team Member – Chief Rob Clemons

Chief Clemons has over 30 years of career experience and ten (10) years of volunteer experience in fire and rescue services. He served as a Battalion Chief with the Prince William County Department of Fire and Rescue. Chief Clemons recently retired as Fire Chief of the City of Manassas Fire Department, a position he held for four years. He currently serves as Chief of the Surfside Beach Fire Department in South Carolina. Prince William County and Manassas Fire Department are both combination departments that run fire and EMS systems. Chief Clemons has extensive experience with strategic planning, leading fire and EMS departments, recruitment and retention, and company officer development. He is a graduate of the International Public Safety Leadership Institute. He is a member of the International Association of Fire Chiefs, the Fire Department Safety Officers Association, and the Society for Human Resources Management.

Team Member – Jordan Cramer

Lt. Cramer is a member of the Peters Township Fire Department in Pennsylvania. He serves as the Community Risk Reduction (CRR) Officer and Fire Inspector for Peters Township. Lt. Cramer is responsible for all CRR activities, which include processes to identify and prioritize local risks, followed by an integrated and strategic investment of resources to reduce their occurrence and impact on the community. He brings experience in the development of comprehensive evaluation tools that identify, prioritize, and define the risks that pertain to the overall community. Lt. Cramer has a full understanding of the elements contained in CRR analysis. He is also an instructor for the International Association of Fire Chiefs and speaks across the country on the importance of CRR community-based programs.

Team Member – Mark Waters, M.S., EFO

Chief Waters currently serves as a Battalion Chief/ Shift Commander for the City of New London Connecticut Fire Department and a Program Planner with the Connecticut Fire Academy. He has been in the fire service for over 33 years and has served in volunteer, combination, and career fire departments. New London is a career department that runs both fire and EMS transport. Chief Waters will bring fire and EMS management and evaluation expertise to this project. He has been teaching for the Connecticut Fire Academy for the last 21 years and is currently responsible for the curriculum development and administration of all the fire officer programs the academy offers, including Fire Officer I-IV, Incident Safety Officer, Health and Safety Officer, and all Strategy and Tactics programs. He has extensive experience in grant writing, grant

management, curriculum development, fire service strategic planning, and program presentations. He was a committee member for the IFSTA Company Officer 6th edition and is currently a member of the IFSTA Vehicle Extrication committee. He has written several published articles for Fire Engineering magazine. He is a graduate of the National Fire Academy Executive Fire Officer Program and holds a Master of Science degree in Executive Fire Service Leadership from Grand Canyon University.

Team Member (GIS Data Analyst) - Jordan Clemons

Jordan Clemons has extensive experience as a GIS Analyst. Mr. Clemons has worked for municipal government and private sector organizations. He currently works as a Senior Market/GIS Analyst for Dollar General Corporation, for which he has earned several corporate awards and recognition for his comprehensive use of ArcGIS Pro for data analysis and surveying. Mr. Clemons will serve as the lead GIS analyst for this project.

Contact Information

MissionCIT, LLC is headquartered in Tolland, Connecticut. Our team of consultants is located throughout the United States.

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