



REQUEST FOR PROPOSALS

The Montecito Fire Protection District (MFPD) request for proposals for:

RFP# 2026-001 **Standards of Cover Study**

1. INVITATION TO PROPOSE

The Montecito Fire Protection District ("District") invites qualified and experienced fire service consulting firms to submit proposals to conduct a comprehensive Standards of Cover (SOC) Study and Community Risk Assessment (CRA).

The purpose of this project is to provide the District with an objective, data-driven assessment of its current and future emergency service delivery system and to establish recommended standards for deployment, response performance, staffing, facilities, apparatus, and other resources necessary to effectively serve the community.

The resulting study should provide the Board of Directors and District leadership with a practical framework for evaluating current service delivery, identifying gaps and opportunities, and making informed long-range decisions regarding staffing, deployment, facilities, capital investments, mutual aid, and operational priorities.

The District intends to select a consultant with demonstrated expertise in Standards of Cover studies, community risk assessment, fire and emergency medical services deployment analysis, geographic information systems (GIS), workload analysis, and fire service organizational planning.

2. DISTRICT BACKGROUND

The Montecito Fire Protection District is an independent fire protection district serving the Montecito community in Southern Santa Barbara County, California. The District encompasses approximately 21

square miles, extending from the Pacific coastline into the Santa Ynez Mountains, and serves approximately 10,000 residents.

The District operates two fire stations. Station 91, which serves as District headquarters, is located at 595 San Ysidro Road, and Station 92 is located at 2300 Sycamore Canyon Road.

The District provides a broad range of emergency services, including structural and wildland fire suppression, advanced life support and paramedic emergency medical services, technical rescue, hazardous materials response, and other emergency and public safety services. The District also participates in local, regional, and statewide mutual aid systems.

The District maintains specialized capabilities, including a Medium Urban Search and Rescue unit and paramedic and ambulance capabilities for large-scale emergency medical incidents.

Montecito presents a particularly complex fire and emergency service environment, including significant wildland-urban interface exposure, mountainous terrain, limited transportation corridors, coastal areas, evacuation considerations, and a history of significant wildfire, debris-flow, and other natural hazard events.

The District's current fire service environment, organizational structure, service demands, community risk profile, development patterns, and regional emergency communications environment have evolved since prior studies. The District therefore seeks an updated and comprehensive evaluation.

3. PROJECT PURPOSE

The primary purpose of the Standards of Cover Study is to determine whether the District's current deployment model, staffing, facilities, apparatus, response standards, and operational practices are appropriately aligned with community risk, current and projected service demand, geographic and demographic characteristics, emergency incident workload, wildland-urban interface and wildfire risk, emergency medical service demand, technical rescue and hazardous materials risks, major incident and disaster response requirements, mutual and automatic aid relationships, available financial resources, and reasonable and sustainable service-level expectations.

The study shall provide recommendations that are data-driven, geographically specific, financially informed, operationally practical, and capable of implementation.

The District is not seeking a generic fire department assessment. The successful consultant shall develop recommendations specifically applicable to Montecito's unique risk environment and operational circumstances.

4. PROJECT OBJECTIVES

4.1 Community Risk Assessment

The consultant shall identify, analyze, and geographically display the District's current and projected risks. The assessment shall address structure fires, wildland fires, wildland-urban interface hazards, emergency medical incidents, traffic collisions, technical rescue, hazardous materials, water and coastal emergencies, severe weather, flooding and debris flows, earthquake and seismic hazards, evacuation-related emergencies, large-scale and catastrophic incidents, special events and unusual demand, and other hazards identified through the study.

4.2 Emergency Service Demand

The consultant shall analyze historical emergency incident data, including incident volume, incident type, geographic distribution, temporal patterns, seasonal variation, simultaneous incidents, unit workload, call concurrency, mutual aid, automatic aid, first-due activity, alarm processing, turnout, travel, total response time, incident duration, unit utilization, EMS workload, and other relevant performance indicators.

4.3 Current Deployment

The consultant shall evaluate whether existing stations, apparatus, staffing configurations, first-due boundaries, response areas, and deployment practices appropriately address identified risks and service demand.

4.4 Standards of Cover

The consultant shall develop recommended response performance objectives and standards for call processing, dispatch, turnout, travel, total response time, initial effective response force, effective response force for identified high-risk incidents, geographic coverage, unit availability, concurrent incident management, special operations, EMS response, wildland response, and major incident escalation.

4.5 Staffing

The consultant shall assess current staffing and staffing configurations, including minimum daily staffing, company staffing, officer staffing, Battalion Chief and supervisory coverage, specialized response staffing, overtime and callback requirements, leave and vacancy impacts, training commitments, administrative assignments, minimum staffing policies, relief factors, workload and utilization, and future staffing requirements.

4.6 Facilities and Apparatus

The consultant shall assess the adequacy and geographic placement of fire stations, apparatus, reserve apparatus, specialized equipment, EMS resources, USAR resources, wildland resources, support facilities, training facilities, and other operational infrastructure.

4.7 Future Conditions

The consultant shall consider anticipated changes, including population, development, land use, housing, traffic, emergency call volume, wildfire exposure, climate and environmental conditions,

evacuation requirements, infrastructure, regional growth, and other factors that could affect service demand.

4.8 Implementation Strategies

The consultant shall develop prioritized recommendations identifying operational changes, staffing changes, deployment changes, facility needs, apparatus needs, technology needs, capital improvements, policy changes, data and performance-management improvements, potential partnerships, estimated implementation costs, and recommended implementation timeframes.

5. SCOPE OF SERVICES

Task 1 — Project Initiation and Management

The consultant shall conduct a project kickoff meeting with District leadership, confirm project objectives and deliverables, develop a detailed project schedule, identify required District data and information, establish communication protocols, identify key District stakeholders, and develop a project management and quality assurance process. The consultant shall identify any additional data necessary to complete the study.

Task 2 — Community Risk Assessment

The consultant shall conduct a comprehensive Community Risk Assessment consistent with recognized fire service planning practices. The assessment shall identify and map hazard profiles, risk categories, vulnerable populations and occupancies where appropriate, wildland and WUI exposure, critical infrastructure, high-risk occupancies, transportation corridors, geographic barriers, topographic constraints, water supply considerations, evacuation constraints, historical incident concentrations, EMS demand, special hazards, future development, and other factors affecting emergency response.

The consultant shall develop a risk matrix or equivalent methodology that identifies probability, consequence, and overall risk.

Task 3 — Historical Incident and Workload Analysis

The consultant shall analyze a minimum of five years of historical incident data. The analysis shall include incident counts, incident type, time of day, day of week, month and season, geographic distribution, simultaneous calls, unit dispatch, unit arrival, unit clearance, incident duration, call processing time, turnout time, travel time, total response time, mutual and automatic aid, first-due performance, second-due performance, unit utilization, EMS workload, and other relevant measures.

The consultant shall identify trends and statistically meaningful changes in workload.

Task 4 — GIS and Deployment Analysis

The consultant shall use GIS-based analysis to evaluate current and alternative deployment configurations. GIS analysis shall include station locations, first-due areas, travel-time polygons,

population distribution, incident density, risk distribution, wildfire exposure, major transportation routes, topographic constraints, emergency response barriers, automatic and mutual aid boundaries, critical facilities, response time performance, and potential alternative station or deployment locations.

The consultant shall provide the District with GIS-compatible datasets and map products generated through the study.

Task 5 — Response Time Analysis

The consultant shall analyze current response performance using appropriately disaggregated components, including call processing, dispatch, turnout, travel, and total response time.

The consultant shall establish baseline current performance, compare actual performance against existing District expectations and applicable industry standards, identify performance differences by station, geography, incident type, time of day, and other relevant factors, determine the operational causes of identified gaps, and develop recommended response performance objectives.

Response-time recommendations shall recognize the distinction between performance goals, operational capabilities, and actual historical performance.

Task 6 — Effective Response Force Analysis

The consultant shall evaluate the staffing and resource requirements necessary to safely and effectively manage representative emergency scenarios. Scenario analysis shall include residential structure fire, commercial and multifamily structure fire, wildland and WUI fire, vegetation fire, EMS incidents, cardiac and critical medical emergencies, traffic collisions, technical rescue, hazardous materials incidents, water and coastal rescue as applicable, wildfire evacuation, earthquake, debris flow and flood, multiple simultaneous emergencies, and major or catastrophic incidents.

Task 7 — Staffing and Deployment Analysis

The consultant shall evaluate current staffing against workload and identified risk.

Task 8 — Station and Facility Analysis

The consultant shall assess the current two-station configuration and determine whether existing facilities and locations provide appropriate geographic coverage. The assessment shall consider current station locations, travel-time coverage, risk concentration, incident workload, future growth, wildfire risk, evacuation routes, traffic congestion, apparatus access, facility condition where information is available, opportunities for relocation, potential additional station locations, values at risk and long-term capital planning.

The consultant shall identify any facility deficiencies that materially affect emergency service delivery.

Task 9 — Apparatus and Equipment Analysis

The consultant shall evaluate the District's fleet and specialized emergency response resources.

The consultant shall identify capital needs and recommended replacement priorities.

Task 10 — Mutual and Automatic Aid Analysis

The consultant shall evaluate the District's reliance upon and contribution to mutual and automatic aid.

The analysis shall clearly distinguish between resources controlled by MFPD and resources that are assumed to be available from outside agencies.

Task 11 — Emergency Communications and Dispatch

The consultant shall evaluate the emergency communications and dispatch environment as it relates to service delivery and response performance. The consultant shall coordinate with the District and appropriate regional communications stakeholders as necessary.

6. SPECIAL STUDY CONSIDERATIONS

6.1 Wildfire and Wildland-Urban Interface

Because of the District's substantial wildland-urban interface exposure and existing wildfire planning efforts, the study shall incorporate wildfire risk as a core component of the Standards of Cover analysis.

The consultant shall evaluate how wildfire risk affects staffing, apparatus, station placement, initial attack, evacuation, mutual aid, surge capacity, extended operations, resilience, and community protection.

6.2 Natural Hazards and Major Incidents

The study shall address the operational implications of wildfire, debris flow, flooding, earthquake, landslide, severe weather, extended power or communications outages, and other major hazards relevant to the District.

6.3 Emergency Medical Services

The study shall evaluate the District's paramedic EMS model, EMS workload, unit availability, response performance, system demand, and interactions with ambulance transport providers and regional EMS resources.

7. REQUIRED DELIVERABLES

Deliverable 1 — Project Work Plan

The consultant shall submit a detailed work plan and schedule within [15] calendar days of contract execution.

Deliverable 2 — Community Risk Assessment

The consultant shall provide a comprehensive risk assessment, including GIS mapping and risk classification.

Deliverable 3 — Data and Workload Analysis

The consultant shall provide a detailed analysis of historical incident activity, workload, response performance, and resource utilization.

Deliverable 4 — Draft Standards of Cover

The consultant shall provide a draft Standards of Cover documenting risk, demand, existing deployment, response performance, staffing, effective response forces, geographic coverage, service-level objectives, and identified gaps.

Deliverable 5 — Alternatives Analysis

The consultant shall provide a detailed analysis of feasible deployment, staffing, station, apparatus, and operational alternatives.

Deliverable 6 — Final Standards of Cover Study

The consultant shall provide a professionally formatted final report incorporating District comments.

Deliverable 7 — Executive Summary

The consultant shall provide a concise executive summary suitable for presentation to the Board of Directors and community.

Deliverable 8 — GIS Products

The consultant shall provide GIS files, maps, data layers, and supporting documentation produced through the study.

Deliverable 9 — Board Presentation

The consultant shall present the findings to the District's Board of Directors at a public meeting and, if requested, participate in a community presentation.

8. DATA PROVIDED BY THE DISTRICT

Subject to availability and applicable legal requirements, the District anticipates providing access to CAD incident data, RMS incident data, GIS data, station information, apparatus inventories, staffing information, organizational information, financial information, response policies, mutual and automatic aid agreements, historical planning documents, strategic plans, wildfire planning documents, evacuation planning documents, previous studies, training information, call workload information, and other relevant District records.

The District will make reasonable efforts to provide accurate and complete information. The consultant shall be responsible for identifying data deficiencies and shall not assume that unavailable data do not exist without consulting the District.

10. COMMUNITY AND STAKEHOLDER ENGAGEMENT

The selected consultant shall conduct appropriate stakeholder engagement. At minimum, the consultant shall conduct interviews or facilitated discussions with the Fire Chief, District executive staff, operations personnel, Battalion Chiefs, Fire Marshal and prevention personnel, administrative and finance personnel, Board representatives, labor or employee representatives as appropriate, regional dispatch and communications representatives, County emergency management representatives, and other stakeholders identified jointly by the District and consultant.

The consultant shall propose an appropriate level of community engagement and shall describe the methodology for incorporating stakeholder input into the study without allowing anecdotal information to substitute for objective data analysis.

11. CONSULTANT QUALIFICATIONS

The successful proposer shall demonstrate substantial experience conducting Standards of Cover studies for fire and emergency service agencies.

The proposed project team shall collectively demonstrate at least five years of relevant consulting experience and completion of at least five comparable Standards of Cover or Community Risk Assessment studies. The team shall demonstrate experience with California fire agencies, GIS-based deployment analysis, CAD and RMS data analysis, fire and EMS staffing analysis, wildland and WUI risk, effective response force analysis, station location analysis, and presentation of findings to elected governing bodies.

The consultant shall also demonstrate knowledge of applicable California fire and EMS regulations and operating environments.

Proposers shall identify all proposed subcontractors and describe their roles and responsibilities.

12. PROPOSAL REQUIREMENTS

A. Cover Letter

The proposal shall include a cover letter identifying the firm's name, address, primary contact, telephone number, email address, authorized representative, statement of interest, and confirmation of proposal validity.

B. Firm Qualifications

The proposer shall describe its organizational history, relevant experience, fire service consulting experience, Standards of Cover experience, California experience, GIS capabilities, data analytics capabilities, and relevant professional qualifications.

C. Project Team

The proposer shall identify the project manager, principal-in-charge, technical staff, GIS and data analysts, subject-matter specialists, and any subcontractors. Resumes shall be included for key personnel.

D. Technical Approach

The proposer shall describe the firm's proposed methodology for completing each task. The technical approach should specifically address community risk assessment, data analysis, GIS, response-time analysis, effective response force analysis, staffing, deployment, station analysis, financial analysis, wildfire and WUI risk, EMS, mutual aid, and implementation planning.

E. Project Schedule

The proposer shall provide a proposed schedule from contract execution through final presentation.

F. Deliverables

The proposer shall identify all proposed deliverables and the formats in which they will be provided.

G. Cost Proposal

The proposer shall provide a detailed cost proposal identifying labor by task, labor hours, billing rates, travel, expenses, subcontractors, GIS and data costs, meetings, presentations, and total project cost.

15. PROJECT SCHEDULE

The anticipated schedule is as follows:

RFP Issued	October 19, 2026
Deadline for Questions	November 9, 2026
District Responses to Questions	November 12, 2026
Proposals Due	November 16, 2026
Proposal Review	November 17-19, 2026
Notice of Intent to Award	November 23, 2026
Contract Approval	December 14, 2026 (Regular Board Meeting).

The District reserves the right to modify this schedule.

16. CONTRACT TERM

The anticipated contract term shall be approximately six to twelve months from the effective date of the agreement.

The District may extend the contract by written agreement if additional time is required to complete authorized services.

17. QUESTIONS AND COMMUNICATIONS

All questions concerning this RFP shall be submitted in email form to the designated District procurement contact.

Brian Fallon, Fire Chief

Email: bfallon@montecitofire.com

Phone: (805) 755-8893

Include cc'd:

Anthony Hudley, Division Chief

Email: ahudley@montecitofire.com

Proposers shall not contact individual Board members, District employees, or other representatives concerning this RFP except through the designated procurement contact.

18. PROPOSAL SUBMITTAL

Proposals shall be submitted electronically in PDF format to bfallon@monteictofire.com, and ahudley@montecitofire.com.

The proposal subject line shall read:

RFP #2026-003 — MONTECITO FIRE PROTECTION DISTRICT STANDARDS OF COVER STUDY

Proposals shall be received no later than November 16, 2026 at 5:00pm Pacific Time.

Late proposals may be rejected.

19. GENERAL CONDITIONS

19.1 Public Records

Proposals submitted to the District may be subject to disclosure under the California Public Records Act and applicable California law.

Proposers shall clearly identify any portions of their proposal they believe contain proprietary or confidential information and provide the legal basis for such designation. The District does not guarantee that any confidentiality designation will be upheld where disclosure is legally required.

19.2 Costs of Proposal Preparation

All costs incurred in preparing and submitting a proposal shall be the responsibility of the proposer.

19.3 District Rights

The District reserves the right to reject any or all proposals, cancel the RFP, modify the RFP, request additional information, conduct interviews, negotiate scope and price, award portions of the work, award no contract, waive minor irregularities, and take any other action permitted by applicable law.

19.4 No Guarantee of Work

Issuance of this RFP does not obligate the District to award a contract.

19.5 Conflict of Interest

Proposers shall disclose any actual, potential, or perceived conflict of interest involving the District, its employees, Board members, or other parties associated with the project.

19.6 Insurance

The successful consultant shall maintain insurance in amounts and forms acceptable to the District, including, as applicable, general commercial liability, automobile liability, workers' compensation, employer's liability, professional/errors and omissions liability, and cyber liability if applicable to the services.

Specific limits and requirements will be established in the final agreement.

19.7 Indemnification

The successful proposer shall agree to indemnification provisions acceptable to the District and be consistent with applicable California law.

19.8 Compliance with Law

The consultant shall comply with all applicable federal, state, and local laws, regulations, ordinances, and District policies.

20. OWNERSHIP OF WORK PRODUCT

All final reports, analyses, GIS products, maps, databases, graphics, tables, models, and other work products specifically developed for the District under the resulting agreement shall become the property of the District upon payment for the applicable services, subject to the consultant's pre-existing intellectual property rights.

The consultant shall identify any pre-existing proprietary materials incorporated into the work product.

21. DATA SECURITY AND CONFIDENTIALITY

The consultant shall maintain appropriate administrative, technical, and physical safeguards for District data.

The consultant shall not disclose District data or information obtained through the project except as authorized by the District or required by law.

Any personally identifiable information, protected health information, security-sensitive information, or other protected information provided to the consultant shall be handled in accordance with applicable laws and District requirements.

22. FINAL PRESENTATION

The selected consultant shall present the final Standards of Cover Study to the District's Board of Directors, if requested.

The presentation shall summarize community risk, current service demand, current deployment, response performance, staffing, effective response force, geographic coverage, major findings, recommended standards, recommended alternatives, financial implications, and implementation priorities.

The consultant shall be prepared to answer technical and operational questions from the Board and members of the public.

23. EXPECTED OUTCOME

At completion of the project, the District expects to have a comprehensive, defensible, and practical Standards of Cover that can be used to establish measurable service-level objectives, evaluate current emergency response performance, identify deployment gaps, evaluate staffing requirements, guide station and facility planning, guide apparatus and capital planning, support budget development, improve deployment decision-making, support strategic planning, inform future community risk-reduction initiatives, improve regional coordination, establish performance-monitoring metrics, and communicate emergency service needs to the Board, community, and other stakeholders.

The final product should be written for both technical and non-technical audiences and should provide sufficient detail to support implementation without requiring the District to commission a separate follow-on study.

24. PROPOSER CERTIFICATION

By submitting a proposal, the proposer certifies that the information contained in the proposal is true and complete to the best of the proposer's knowledge; that the proposer has reviewed and understands the requirements of this RFP; that the proposer has the personnel, experience, and resources necessary to perform the work; that the proposer has disclosed all known conflicts of interest; that the proposal shall remain valid for at least [120] days following the proposal deadline; that the proposer agrees to comply with applicable federal, state, and local laws; and that the proposer understands that the District is not obligated to accept the lowest-cost proposal.