



Solano Local Agency Formation Commission

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Staff Report

DATE: August 12, 2019

TO: Local Agency Formation Commission

FROM: Rich Seithel

SUBJECT: **Contract Award – Fire District Deployment and Fiscal/Governance Options Analysis**

RECOMMENDATION:

AUTHORIZE the Executive Officer to enter into a contract with Citygate Associates, LLC to conduct a standards of coverage, fiscal/governance options, and deployment analysis for the Cordelia, Montezuma, Suisun, and Vacaville Fire Protection Districts in an amount not to exceed \$92,000.

BACKGROUND:

The FY 19/20 adopted Workplan and Budget identified Fire Services as a high priority task/project to evaluate fire district services and reorganization possibilities¹. The intention of this fire service study is to go beyond the basic LAFCO municipal service review template and to secure highly qualified fire service, management, and consulting expertise. This study is initiated in accordance with Govt. Code § 56378.

After discussing this study with qualified firms, Citygate Associates was chosen to address the following 8 issues:

1. Standards of Coverage;
2. Needs assessment/deployment assessment;

¹ June 10, 2019 Commission meeting: Agenda Item 6A, page 5 (Attachment B: task item #6)

Commissioners

Jim Spering, Chair • Nancy Shopay, Vice-Chair • Harry Price • Ron Rowlett • John Vasquez

Alternate Commissioners

Ron Kott • Shawn Smith • Skip Thomson

Staff

Rich Seithel, Executive Officer • Michelle McIntyre, Sr. Analyst • P. Scott Browne, Legal Counsel

3. Response mapping;
4. Auto and Mutual aid frequency;
5. Staffing model options;
6. Governance options;
7. NFPA 1720 compliance, and;
8. Revenue enhancements.

Attached is Citygate's proposal outlining their strategy to evaluate these issues and to provide recommendations.

Attachments: "Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis", Citygate Associates, LLC, July 29, 2019



PROPOSAL TO CONDUCT A
FIRE DISTRICTS DEPLOYMENT
AND FISCAL/GOVERNANCE
OPTIONS ANALYSIS

SOLANO COUNTY LOCAL AGENCY
FORMATION COMMISSION

JULY 29, 2019



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July 29, 2019

Rich Seithel, Executive Officer
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rseithel@solanolafo.com

**RE: PROPOSAL TO CONDUCT A FIRE DISTRICTS DEPLOYMENT AND FISCAL/GOVERNANCE
OPTIONS ANALYSIS**

Dear Rich Seithel:

Citygate Associates, LLC (Citygate) is pleased to present its proposal to the County of Solano Local Agency Formation Commission (LAFCO) to perform a deployment analysis (Standards of Coverage) with a fiscal/governance options analysis for the Cordelia Fire Protection District, Vacaville Fire Protection District, Suisun Fire Protection District, and Montezuma Fire Protection District (Districts). This introductory letter explains why Citygate is the most experienced fire deployment consultancy in the Western U.S., and especially so for Solano LAFCO and its partner fire districts.

OUR EXPERIENCE

Our field services deployment review will use the Standards of Coverage (SOC) multi-step process used to determine fire station locations and crew/apparatus staffing to meet the unique needs of the Districts' service areas. Chief Stewart Gary, our Public Safety Principal, literally "wrote the book" on SOC studies. He was the lead author on the 2nd and 4th editions of the official manual for Standards of Response Coverage by the Commission on Fire Accreditation International (CFAI), and additionally was the lead consultant on the County's 2012 study.

Chief Gary and his team of subject matter specialists have performed over 300 fire service studies over the last 18 years; his deployment studies within California alone have served over 14.5 million residents. That is 39 percent of California's population. As a result, Chief Gary's Project Team is the most prolific in California, if not the Western U.S.

July 29, 2019

Rich Seithel

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RELATED DEPLOYMENT EXPERIENCE

Within recent years, Citygate has executed many of the largest fire and EMS deployment studies we know of, including the Counties of San Diego (57 agencies), El Dorado (14 agencies), and Los Angeles, as well as the Cities of San Diego, Oakland, Stockton, the Sacramento Metropolitan Fire District, and both the Ports of Long Beach and Los Angeles.

We have also completed many fire services studies in and around the County, including for the Cities of Dixon, Vacaville, and Vallejo, and two partial SOC growth impacts studies for the City of Fairfield. We are very familiar with the interplay between the fire districts and cities on the Interstate 80 corridor.

“We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.”

-Former San Diego County CAO

CITYGATE’S PUBLIC SAFETY SPECIALIZATION

Citygate remains on the leading edge of analytic tools as the Standards of Coverage (SOC) thought process leader. Our Project Director Chief Stewart Gary co-wrote and edited the first three SOC manuals for the Commission on Accreditation and Citygate is the first consultancy (and still likely only) in the nation to utilize advanced traffic congestion data (not social media data) from which to model rush-hour impacted fire apparatus travel times. This is the same data used to display traffic congestion on mobile devices by coloring road networks green, yellow, and red.

Our methodology leadership is not limited to deployment; our fiscal and alternative service delivery acumen is also unparalleled. Citygate is the most relied upon firm to assist with fire department consolidation and Joint Powers Authority (JPA) feasibility that we know of; we have conducted more than 35 such assessments. We have assessed the feasibility of a police/fire JPA, the first JPA of its kind, and Citygate’s Public Safety Principal, Chief Stewart Gary, was awarded the Helen Putnam Award of Excellence and Innovation by the League of California Cities for his successful consolidation of the Livermore and Pleasanton Fire Departments. More information regarding this prestigious honor for innovation can be found here: <http://www.helenputnam.org/>.

In addition, Citygate’s understanding of the emerging fiscal complications in pre-hospital ambulance billing collection rates is unmatched. Citygate has been increasingly relied upon to untangle, and indeed re-write, billing and fiscal issues in government ambulance contracts due to the emerging impacts of the Patient Protection and Affordable Care Act. Counties such as Alameda and Contra Costa, along with the City of San Diego, have all turned to Citygate to assist with these urgent new matters, and the California Emergency Medical Services Administrators Association asked Chief Gary to present on them.

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Rich Seithel

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All this means that if Solano LAFCO selects Citygate for this important project, it can be confident that the service delivery findings and recommendations it receives will be thoughtful, leading-edge, and will achieve quantitative results.

OTHER DISTINGUISHING FEATURES

Citygate has an outstanding track record with our clients. When Citygate commits to a client, we commit to that client's long-term success, far beyond the scope of the initial project. We strongly encourage Solano LAFCO to contact our project references—they are *golden*. This experienced team will not present lofty ideas that have no practical chance of implementation or acceptance. What sets us apart is our ability to weave our experience with our clients' facts and needs into recommendations that can positively move their fire service decisions ahead.

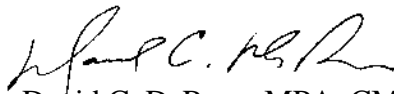
Citygate is an independent company, not co-owned or under the control of any professional or standards setting organization in fire services or government management. All Citygate's principals and key consultants have had very successful careers first in local and state government, and then consulting. We are not academics or professional standards organization members that are trying to communicate only one policy agenda determined by its members rather than meeting the needs of the Solano LAFCO.

Citygate would be honored to be of service to Solano LAFCO in these challenging times for public safety providers. Citygate believes that, upon the Solano LAFCO's review of our proposal and unique qualifications, you will find that Citygate's team of multi-disciplinary consultants will exceed your expectations!

* * *

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please feel free to contact me at our headquarters office, located in Folsom, California at (916) 458-5100, extension 101 or via e-mail at dderoos@citygateassociates.com.

Sincerely,



David C. DeRoos, MPA, CMC, President

cc: Stewart Gary
Samuel Mazza



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County of Solano LAFCO

Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis

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Appendix A Code of Ethics

Appendix B Project Team Resumes

Stewart W. Gary, MPA1

Samuel L. Mazza, CFC, CFO, EFO6

Garret M. Olson, MA, EFO10

Andrew Green, MBA14

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David C. DeRoos, MPA, CMC18



SECTION 1—PROJECT APPROACH AND UNDERSTANDING

1.1 GENERAL PROJECT APPROACH

Citygate Associates, LLC (Citygate) is pleased to present its proposal to the County of Solano (County) Local Agency Formation Commission to perform a deployment analysis (Standards of Coverage) with fiscal/governance options analysis for the Cordelia Fire Protection District, Vacaville Fire Protection District, Suisun Fire Protection District, and the Montezuma Fire Protection District (Districts). Our assessment work is consistent with each Project Team member’s experience in fire service administration. Citygate utilizes various National Fire Protection Association (NFPA) publications, California Government Code requirements, the Insurance Services Office (ISO), and the self-assessment criteria of the Commission on Fire Accreditation International (CFAI-CPSE) as best practice guidelines. Citygate does not use simple or one-size-fits-all measures.

Because Citygate’s Project Team is formed from recent practicing professionals in fire and local government finance administration, Solano LAFCO and the Districts are, in effect, getting the expertise of an external “seasoned department head team,” not the opinions of junior staff members or consultants who have spent little time on the front lines managing in local government.

A significant strength of the Citygate team is the ability to develop reports with specific recommendations, tailored to the local agency’s situation, that are implementable within available fiscal resources. Citygate reports identify specific areas that are working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations.

1.1.1 Fire and EMS Deployment Methodology

The core methodology used by Citygate in its deployment and operational response assessment work for this engagement will be that of the Standards of Coverage (SOC) systems approach to fire department deployment as published by the CFAI. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting an agency’s needs.

Deployment Assessment Methodology

Citygate proposes to provide a complete SOC assessment incorporating the following eight SOC process elements:

1. Existing deployment – a description of the Districts’ current fire and EMS response systems.
 - The Citygate team will understand the Districts’ existing fire and EMS deployment models, strategies, and performance measures.

County of Solano LAFCO*Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis*

- The assessment will provide the Districts with fire and EMS response performance goals from which they can adjust, if needed, the fire services deployment systems, with a clear understanding of the costs involved with any recommended changes.
 - While this is not a study of adjacent fire agencies, the study will consider the impacts of the Districts' existing or potential mutual aid agreements on their fire and EMS deployment systems.
2. Community outcome expectations – identification of what community stakeholders expect of the Districts' fire and EMS response systems.
 - Citygate will update stakeholder expectations for fire, EMS, and special hazard responses.
 3. Community risk assessment – evaluation of the assets at risk in the Districts' fire and EMS service areas.
 - Citygate will conduct a risk assessment to understand the Districts' risks to be protected, using community zoning information, ISO building risk information, occupancy data, hazard mitigation planning, population demographics, and projected growth data as available.
 - Citygate will assist the Districts in determining engine company team critical task time measurements.
 4. Distribution study – evaluation of the location and effectiveness of first-due fire and EMS resources within the Districts' service areas using the FireView™ software GIS mapping tool.
 5. Concentration study – evaluation of the Districts' current fire and EMS response systems to provide an effective multiple-resource response to serious emergencies using the FireView™ software GIS mapping tool.
 6. Historical reliability – evaluation of the Districts' fire and EMS response systems' concurrent incident response performance utilizing the StatsFD™ software tool, with an emphasis on unit-hour utilization (UHU) to show the peak-hour incident demands on fire units.
 7. Historical response effectiveness studies – evaluation of the Districts' fire and EMS response systems performance compared to existing or best practice performance goals.

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8. Overall evaluation with Standards of Coverage performance statements by risk type, as needed.
- Citygate will provide a summary assessment of the SOC analysis, including recommended deployment policies as appropriate.
 - The overall evaluation will also include a summary assessment of the current fire and EMS response systems' ability to protect the assets at risk within the Districts' service areas, including the number and location of fire stations, quantity and types of apparatus, operational staffing levels, and specialized technical capabilities.
 - Citygate will recommend deployment and/or operational changes, as appropriate, to enhance fire services and EMS delivery, including implementation strategies, recommended timing, estimated costs, and potential funding sources.
 - Citygate's recommended performance goals will be consistent with recognized guidelines from the NFPA, CFAI, and ISO.

1.1.2 Fiscal and Governance Options Analysis

Citygate understands that the Districts (as is common in California) are confronted with limited revenues for providing services at a time of declining volunteers and rising fire services operating/safety costs.

We will utilize the deployment analysis of risks, desired outcomes, and resultant services needs and review the cost and governance complexity of providing the services as independent agencies.

The cost analysis will then be compared to a best-fit form of merger, contract, joint powers authority, or district reorganization.

Finally, given Citygate's experience in local agency administration and presentation of complex issues to governing bodies, Citygate will create reports and briefing materials that make understanding the technical material easier while accepting the credibility of the conclusions and recommendations.

1.2 PROPOSED PROJECT WORK PLAN

This section details Citygate's proposed project Work Plan to complete the scope of work requested. The proposed project Work Plan consists of six tasks to be completed over a 6.5-month project period, as follows:

Task 1: Initiate and Manage the Project

Subtasks

1.1 Develop a Detailed Work Plan Schedule for the Project

- ◆ Citygate will develop a detailed work schedule for the project. This will assist the consultants and Solano LAFCO and District staff to monitor project progress.

1.2 Request and Review Districts' Data and Documentation

- ◆ At the start of the project, Citygate will submit a request for data/documentation relevant to this project, including Community Development General Plans within the Districts' service areas; growth forecasts; any appropriate prior studies; Districts' documentation, including (as available) dispatch and incident data, fleet inventory, staffing, facilities, and response policies; and other relevant information.
- ◆ Citygate will also review available hazard- and risk-related information, travel time performance measure(s), and historical calls-for-service data from the Districts' data systems.
- ◆ Citygate will request in-depth budget, actual costs, revenues, and revenue projections for the cost of services assessment.
- ◆ Citygate will utilize Dropbox (an online file sharing service) to make it convenient for the Districts' staff to provide requested data/documentation.
- ◆ After receiving the requested documentation, Citygate will review it prior to conducting the start-up meeting and stakeholder interviews in the following subtasks. Citygate has found that reviewing this information prior to interviews improves the effectiveness and value of the interviews since it results in more specific questions and more definitive information.

1.3 Meet with Solano LAFCO and the Districts' Representatives to Initiate the Project

- ◆ Citygate will, in collaboration with Solano LAFCO and the Districts' Project Teams, review and finalize a detailed project Work Plan, schedule, activities, deliverables, roles and responsibilities, and project benchmarks.
- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In Citygate's experience, this early effort to clearly define expectations, roles, and lines of communications results in a better focus on substantive issues as the engagement progresses.

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- ◆ To better understand the issues at stake in this project, Citygate, as appropriate and/or as requested, will meet with:
 - Fire Chiefs
 - Fire Districts' leadership and other key administrative/support staffs
 - Employee labor group leadership as/if directed
 - Other project stakeholders from the protected communities.
- ◆ Citygate encourages clients to not only appoint a Project Manager as the focal point to coordinate with Citygate, but to also appoint an internal Planning Assessment Team. The Planning Assessment Team can proof the draft data, contribute opinions, and provide feedback on any technical district issues.

1.4 Driving Assessment of Districts' Service Areas

- ◆ As part of the initial site visit, Citygate will tour the Districts' service areas with experienced chief officers to visually understand the risks to be protected, the geography, transportation network, facilities, and building, wildfire, and other potential natural and human-caused hazards and risks to compare what is seen versus what existing documents typify and quantify.

1.5 Ongoing Project Management

- ◆ Citygate will provide monthly written status reports, along with an invoice, that describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues.
- ◆ In addition, if a serious issue is encountered at any point in the project, Citygate will immediately call and/or email Solano LAFCO's Project Manager to work on an effective, timely resolution.

Meetings and Deliverables

There will be one, *one-day* on-site visit during this task to initiate the project, establish relationships, conduct stakeholder interviews, and begin the risk assessment.

Citygate will deliver the final project schedule and data/documentation request in writing.

Task 2: Standards of Coverage and Cost of Services Assessment

Subtasks

2.1 Communities Served and Services Provided

The Citygate team will review and describe each District's service area to include:

- ◆ General description, formation, and history of each District.
- ◆ Service area description, including boundaries, authority, key demographic and socio-economic indicators, projected growth, values at risk, and existing risk mitigation programs.
- ◆ Description of services provided.
- ◆ Description and analysis of each District's current operational deployment model, including station locations, apparatus deployment, and operational staffing level.
- ◆ Identification, description, and review of any current mutual and/or automatic aid agreements.

2.2 Community Outcome Expectations and Performance Goals

- ◆ Citygate will review community expectations and performance goals and identify and describe any differential expectations relative to fire protection services and response performance as a result of the stakeholder interviews.

2.3 Community Risk Assessment

Citygate will conduct an analysis of community risks, including:

- ◆ Identification and description of appropriate geographic planning zones.
- ◆ Identification and description of values at risk within each District's service area.
- ◆ Identification, description, and analysis of natural and human-caused fire and non-fire hazards with potential to adversely impact the service area relative to services provided by the Districts.
- ◆ Determination of probability of occurrence for each identified hazard by planning zone.
- ◆ Determination of probable impact severity for each identified hazard by planning zone.
- ◆ Determination of overall risk by hazard for each planning zone.

2.4 Deployment Analysis

Citygate will use the *FireView™* software GIS mapping tool to study the effectiveness of existing station locations to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.

◆ *Distribution analysis*

Citygate will review the effectiveness of existing station locations to evaluate the deployment system's performance by risk types in different zones for first-due, all-risk units.

Concentration analysis

Using prior incident statistics of coverage, Citygate will conduct an analysis of each District's capability to achieve an Effective Response Force (ERF) within best practice response times to resolve more serious/complex emergencies.

2.5 Historical Response Effectiveness and Reliability

Citygate will utilize *StatsFD™* software to provide a comprehensive statistical analysis of:

- ◆ Current response workload of each staffed fire company, including crew unit-hour utilization (UHU).
- ◆ Concurrent service demand and operational impacts.
- ◆ Historical response performance components.
- ◆ Mutual and automatic aid provided and received.

2.6 Overall Deployment Evaluation

Citygate will provide an overall deployment analysis summary, to include:

- ◆ A description of the current deployment system.
- ◆ A summary assessment of the current deployment system's ability to protect the assets at risk within each District's service area, including the number and location of fire stations, the quantity and types of apparatus, operational staffing levels, specialized technical capabilities, and first-due and ERF performance.
- ◆ Recommendation, as needed, of revised performance objectives by risk type, including measures and compliance methodologies in alignment with recognized industry best practices, community expectations, and current and prospective future resources.

County of Solano LAFCO*Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis*

- The recommended performance goals will be consistent with recognized guidelines from the NFPA, the CFAI, and the ISO.
- ◆ Identification of areas that are underserved, inefficient, or over-covered.
- ◆ Recommended deployment and/or operational changes as appropriate to enhance fire service and EMS delivery, including implementation strategies, recommended timing, and estimated costs.

Meetings and Deliverables

There are no on-site meetings or deliverables anticipated for this task. The SOC analysis, including applicable findings and recommendations, will be incorporated into the Draft Report and Final Report in Tasks 4 through 6.

Task 3: Fiscal and Governance Assessment**Subtasks****3.1 Assessment of Fiscal Capacity and Needs**

In this task, the Citygate team will evaluate the Districts' fiscal capacity to include:

- ◆ Revenues, expenditures, and reserves
- ◆ Capital Plan, including fleet replacement and facility renewal/replacement plans
- ◆ Personnel costs, projections, and needs
- ◆ Near-term fleet repair/replacement needs
- ◆ Fire station adequacy to meet current and near-term needs.

3.2 Governance Assessment

- ◆ Citygate will evaluate governance and reorganization options at a macro level if continued independent operation of two or more of the districts is not considered sustainable in the long term.
 - We will identify the best fit governance option based on provision of services and set forth a summary level timeline to accomplish a reorganization.
- ◆ We will prepare a summary report that identifies the fiscal and governance challenges presented and the likely order-of-magnitude costs over time for improvements.

County of Solano LAFCO*Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis*

The findings and recommendations from the fiscal and governance reviews will be presented in our Draft Report with exhibits.

Meetings and Deliverables

There will one, *one-day* on-site visit for fiscal/governance analysis interviews. The fiscal/governance analysis, including applicable findings and recommendations, will be incorporated into the Draft Report and Final Report in Tasks 4 through 6.

Task 4: Mid-Project Review

Subtasks**4.1 Prepare and Conduct a Preliminary Findings Briefing**

- ◆ Upon completion of Tasks 2 and 3, Citygate will conduct an on-site briefing for each the deployment and fiscal/governance services analysis findings for Solano LAFCO's Fire Services Assessment Team. These briefings will also include a discussion of any anomalies in the data and the resolution of any remaining issues.
- ◆ Pursuant to any input received from Solano LAFCO's Fire Services Assessment Team, Citygate will make any data-driven changes and then refinements, if needed, will be incorporated into the Draft Report.

Meetings and Deliverables

Two on-site meetings are anticipated for this task, consisting of one on-site for each the deployment and fiscal/governance analyses. However, Citygate will attempt to combine these on-sites, if possible, for additional savings to Solano LAFCO. The findings and recommendations from the preliminary findings briefing will be incorporated into the Draft Report in Task 5.

Task 5: Prepare and Deliver the Draft Report

In this task, the entire Citygate Project Team will develop a comprehensive written Standards of Coverage and fiscal/governance options analysis Draft Report, including findings, recommendations, and exhibits as appropriate.

Subtasks**5.1 Prepare Draft Report with Exhibits**

- ◆ The entire Citygate team will prepare a Draft Report, including appropriate statistical, geographic mapping, and fiscal/governance analysis exhibits.

County of Solano LAFCO*Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis*

- ◆ Upon completion of the Draft Report, electronic versions in Microsoft Word will be sent to Solano LAFCO’s project representative for comments using the “track changes” and “insert comments” tools in Microsoft Word.

5.2 Review Draft Report with Planning Assessment Team

- ◆ Citygate’s normal practice is to review Draft Report with management personnel to ensure that the factual basis for the recommendations is correct and to allow time for a thorough review. In addition, Citygate takes time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.
- ◆ Citygate will conduct one meeting on the Draft Report, answer any questions, and agree on the elements for the Final Report.

Meetings and Deliverables

One teleconference meeting is anticipated for this task. The findings and recommendations from the Draft Report review comments will be incorporated into the Final Report in Task 6.

Task 6: Prepare and Deliver the Final Report

6.1 Prepare and Deliver the Final Report

- ◆ The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how the review was conducted, what issues were identified, why the recommendations were made, and how implementation should be accomplished.
- ◆ Based on results of the review processes in Tasks 4 and 5, Citygate will prepare and submit an Executive Summary and comprehensive Final Report, including appropriate statistical, mapping, and fiscal/governance analysis exhibits.

6.2 Final Report Presentation

- ◆ Citygate will present key elements of the Final Report using Microsoft PowerPoint to an audience as determined by Solano LAFCO’s project representative.

County of Solano LAFCO*Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis*

Meetings and Deliverables

There will be one on-site meeting for this task to present key elements of the Final Report by Chief Gary.

Deliverables for this task include a comprehensive written Final Report, including statistical, mapping, and fiscal/governance analyses exhibits, and a Microsoft PowerPoint presentation of key elements of the Final Report to an audience as determined by Solano LAFCO's project representative.

1.3 FINAL REPORT CONTENTS

The final work product will include:

- ◆ A review of the approach and analyses conducted.
- ◆ A summary of the Districts' current deployment models and response performance, including any opportunities for improvement.
- ◆ Analysis of service delivery expectations, including labor, management, elected official, and community expectations for delivery of fire service, EMS, and special hazard service.
- ◆ An analysis of the values to be protected in the Districts, along with identification and evaluation of potential hazards and overall risk.
- ◆ An analysis of the efficiency of the current deployment scheme of firefighting resources within the Districts' fire stations.
- ◆ An analysis of the Districts' ability to meet its fire and EMS first responder deployment needs and expectations.
- ◆ Recommendations for deployment of existing resources, including probable growth, within the Districts to optimize service delivery.
- ◆ Recommendations for deployment of new resources, if any, to meet current and future service delivery needs.
- ◆ Recommendations for the fiscal and governance needs.
- ◆ Provision of supporting data and rationale for all recommendations.
- ◆ Provision of supporting statistics and other visual data to fully illustrate the current situation and consultant recommendations.

County of Solano LAFCO*Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis***1.4 STUDY COMPONENTS WITH WHICH SOLANO LAFCO AND THE DISTRICTS MUST ASSIST**

Solano LAFCO and District staff have the best capability to collect much of the required data that can assist the Citygate study. Therefore, Solano LAFCO and Districts will assist Citygate with:

- ◆ Providing data and documents describing the Districts' organization, services, budgets, expenses and performance measures, and other information as requested by Citygate, as available.
- ◆ Identifying a single point of contact for this project.
- ◆ Creating a Planning Assessment Team to include a representative cross-section of key Solano LAFCO and Districts' managers, operational staff, data analysts, and other stakeholders as identified.

1.5 PROJECT SITE VISITS

The following is the proposed schedule of on-site meetings to facilitate the gathering of information for the project and to explain/present the project's findings and recommendations:

- ◆ Task 1 – One on-site visit to start the project, conduct on-site interviews, identify additional data/information needs, and tour the Districts' service areas as needed.
- ◆ Task 3 – One on-site day to conduct fiscal/ governance assessment interviews, and one on-site day to conduct the fiscal/governance analysis mid-project briefing.
- ◆ Task 4 – One on-site meeting to conduct the SOC assessment preliminary findings briefing.
- ◆ Task 6 – One partial-day on-site trip to present key elements of the Final Report to an audience as determined by Solano LAFCO's project representative.

1.6 PROJECT SCHEDULE

Citygate anticipates that the duration of this project will be 6.5 months. Some clients do not always place the Final Report on the agency's leadership agenda in the sixth month due to time-of-year issues. We are available to start the project upon execution of a contract for services.

County of Solano LAFCO

Proposal to Conduct a Fire Districts Deployment and Fiscal/Governance Options Analysis

Proposed Project Schedule

Task		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1	Initiate Manage Project		●					
2	SOC and Cost of Services Assessment							
3	Fiscal/Governance Analysis		●					
4	Mid-Project Briefings				●	●		
5	Prepare and Deliver the Draft Report							
6	Prepare and Deliver the Final Report							●

● On-site meeting

1.7 PROACTIVE PROJECT MANAGEMENT

Citygate will, in collaboration with Solano LAFCO’s Planning Assessment Team, review and finalize a detailed project Work Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks. These tools will assist both Solano LAFCO and consultants to monitor project progress.

Citygate will provide monthly written status reports, along with an invoice, that describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues. This allows our Project Team and Solano LAFCO to proactively manage upcoming Work Plan components and minimizes the need for and impact of project scope changes.



SECTION 2—CITYGATE CAPABILITIES AND QUALIFICATIONS

2.1 COMPANY PROFILE



Citygate Associates, LLC, founded in 1990, is dedicated to assisting public sector agencies, private sector organizations, and non-profit organizations with improving services. Citygate's Public Safety Services practice area conducts performance audits, organizational efficiency studies, deployment and station location analyses, master and strategic plans, risk assessment studies, consolidation feasibility analyses, staffing studies, and GIS for districts, cities, and counties throughout the United States. Citygate conducts an average of 20 to 40 specialized projects at a time across the Western United States.

Over the last 27 years, Citygate has conducted over 500 successful engagements for public agencies throughout the United States, including over 300 fire and emergency services projects. Some of Citygate's major fire services clients include the County of Los Angeles, the City and County of San Diego, the City of San Jose, and the City of Oakland. There is not a more prolific and experienced deployment and fire protection consulting team on the west coast.

For more general information on Citygate's other public sector general management services, please visit www.citygateassociates.com.

2.1.1 Citygate's Unique Public Safety Specialization

Citygate remains on the leading edge of analytic tools as the Standards of Coverage (SOC) thought process leader. Our Public Safety Principal, Chief Stewart Gary, co-wrote and edited the first three SOC manuals for the Commission on Accreditation and Citygate is the first consultancy (and still likely only) in the nation to utilize advanced traffic congestion data (not social media data) from which to model rush-hour impacted fire apparatus travel times. This is the same data used to display traffic congestion on mobile devices by coloring road networks green, yellow, and red.

We have also completed many fire services studies in and around the County, including for the Cities of Dixon, Vacaville, and Vallejo, and two partial SOC growth impacts studies for the City of Fairfield. We are very familiar with the interplay between the fire districts and cities on the Interstate 80 corridor.

Based on this extensive local experience, no other firm better understands the deployment fact-pattern in and around Solano County. Once the contract is signed, Citygate can begin the heavy analytical work immediately.

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Citygate’s methodology leadership is not limited to deployment; our fiscal and alternative service delivery acumen is also unparalleled. Citygate is the most relied upon firm to assist with fire department consolidation and Joint Powers Authority (JPA) feasibility that we know of; Citygate has conducted more than 35 such assessments. Citygate has assessed the feasibility of a police/fire JPA, the first JPA of its kind, and Chief Stewart Gary was awarded the Helen Putnam Award of Excellent and Innovation by the League of California Cities for his successful consolidation of the Livermore and Pleasanton Fire Departments. More information regarding this prestigious honor for innovation can be found here: <http://www.helenputnam.org>.

All of this means that if Solano LAFCO selects Citygate for this important project, it can be confident that the service delivery findings and recommendations it receives will be thoughtful and leading edge and will achieve quantitative results.

2.2 CITYGATE’S PROJECT TEAM

Citygate’s capability for this service can be simply stated: the experience and talents of the Project Team members! Successful departmental review results come from Citygate’s ability to handle, as necessary, six critical roles in cooperation with Solano LAFCO’s Planning Assessment Team: (1) champion; (2) stakeholder listener; (3) subject matter trainer/expert; (4) meeting facilitator; (5) coach and content expert; and (6) final strategist/advisor.

Citygate’s team members, in their agency and consulting careers, *have successfully walked the talk* on fire department review efforts by focusing on the inclusion of culture and communication, with rigorous analytic methods to build a business case that elected officials and agency employees can both understand.

The Citygate team has a multi-disciplinary approach that includes the full range of skills required to execute this challenging project. The diverse group of specialists comprising Citygate’s proposed Project Team (described on the following pages) know how to integrate their respective expertise into comprehensive, compelling, and creative strategies to accomplish an agency’s objectives.

2.2.1 Necessary Project Team Skills

Citygate’s consultants possess all the skills necessary to complete this project, including project management and systems experience to manage numerous ongoing projects. Citygate’s fire services skills and experience also include:

- ◆ Fire department firefighting and EMS program delivery and administration
- ◆ Finance, cost of services, revenues, and cost allocation experience in a multi-agency setting
- ◆ Fire department deployment principles and practices

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- ◆ Fire department staffing methods and labor relations framework
- ◆ Fire services command and organizational structure
- ◆ Fire department performance measurement
- ◆ Fire prevention, urban-wildland interface, and community risk reduction
- ◆ Dispatch and communications
- ◆ Field operations for fire and emergency medical services
- ◆ Operating and capital budgeting
- ◆ Fire services management practices
- ◆ Fleet management
- ◆ Fire services technology
- ◆ Safety and training
- ◆ Land use planning
- ◆ Strategic, master, and business planning.

2.2.2 Project Team and Roles

The qualifications of the Project Team are critical as it is the expertise and the capabilities of the consultants involved in the project that ultimately determine the success of the project. Citygate's Project Team is the most experienced and prolific public safety deployment team on the West Coast.

Please note that the role of each team member is described in *italics* at the end of their biographical paragraph. Full resumes for each consultant are presented in **Appendix B**. Primary members of the Project Team include the following experienced consultants:

Chief Stewart W. Gary, MPA, Public Safety Principal and Project Director

Chief Stewart Gary is the Public Safety Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 15 years, he was a lead instructor, program content developer, and consultant for the Standards of Coverage process. For many years, he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy, and he teaches and consults across the United States and Canada on the Standards of Coverage process. Over the last 15 years, he has performed over 300 organizational and deployment studies on departments ranging in size from Minneapolis, Minnesota, to San Jose,

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California, to the Sacramento Metropolitan Fire District, to the Los Angeles County Fire Department.

More importantly for Solano LAFCO, he has conducted all our projects in the greater Bay Area. He still lives in Livermore and is very familiar with the community growth and transportation congestion issues in the Bay Area.

Chief Gary will be the Project Director and primary Citygate contact for this project. He will manage the deployment services analysis, co-author the reports, and co-present briefings.

Chief Samuel Mazza, CFC, CFO, EFO, Senior Fire Services Specialist



Chief Mazza is a Senior Fire Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including his appointment as the Incident Commander of a statewide Type-1 Incident Management Team. Chief Mazza is also a California Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor. Chief Mazza has led many deployment and risk assessment projects.

Chief Mazza will conduct the risk assessment and fiscal needs analysis.

Garett Olson, MA, CFO, Senior Fire Services Specialist



Mr. Olson, a second-generation Firefighter and Fire Chief, began his fire service career in 1988 as a paid-call firefighter with the Fire Department in Orange County, California. He has held the positions of 9-1-1 dispatcher, Firefighter, Fire Engineer, Fire Captain, Battalion Chief, and Deputy Fire Chief with the Fire Departments in Long Beach, California, and Mesa, Arizona. He was a certified Paramedic and Technical Rescue Technician.

In 2001, Olson was deployed to New York City to assist with recovery from the September 11 terrorist attacks, serving as the government liaison between the City and the American Red Cross. In 2004, Olson was recruited to join the City of Scottsdale, Arizona, in building its new municipal fire department. Olson served as Deputy Chief of Training and Special Operations and the Deputy Chief of Field Operations before being promoted to Fire Chief in 2011. In 2012, Chief Olson returned to California to become the first ever Deputy Chief in the long-established San Luis Obispo City Fire Department. Bringing this new position to life in a Department steeped with tradition was an exciting opportunity. In 2013, Olson was then selected to lead the San Luis Obispo City Fire Department as its Fire Chief.

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Chief Olson will assist with the collection of information on all project scope areas.

Andrew Green, MBA, Fiscal Specialist

Mr. Green has over 35 years of experience in all aspects of municipal finance, including as a professional manager. He has had primary responsibility for the development and monitoring of citywide budgets for four municipalities, with total budgets ranging from \$70 million to \$680 million. He developed and fine-tuned long-range financial plans for multiple municipalities, including playing a lead role in taking the City of Pasadena from a \$10 million General Fund operating deficit to a \$5 million General Fund operating surplus. Mr. Green also has a Master of Business Administration degree with honors.

Mr. Green will assist with the fiscal analysis as needed.

David C. DeRoos, MPA, CMC, Citygate President

Mr. DeRoos has over 30 years of experience as a consultant to local government, preceded by five years as an assistant to the City Administrator. He earned his undergraduate degree in political science / public service (Phi Beta Kappa) from the University of California at Davis and holds a Master of Public Administration degree from the University of Southern California. Prior to becoming a Principal in Citygate in 1991, he was a Senior Manager in the local government consulting division of Ernst & Young.

Mr. DeRoos is responsible for ensuring the project is conducted smoothly and efficiently within the schedule and budget allocated and that project deliverables meet Citygate's and the client's quality standards.

CentralSquare Technologies, Geo-Mapping Specialist

CentralSquare Technologies (formerly TriTech and the Omega Group) revolutionized the public safety industry by becoming one of the first vendors to embed mapping technology into computer-aided dispatch software and to develop one of the most sophisticated recommendation algorithms.

Today, CentralSquare leads the way as the undisputed leader with software that covers every facet within the incident-response workflow, including 9-1-1, computer-aided dispatch, field-based reporting, records management, jail management, analytics and intelligence, patient care reporting, and ambulance billing software. Providing customers with unmatched satisfaction levels and delivering innovative solutions has made CentralSquare the most trusted partner in public safety software.

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CentralSquare will provide geo-mapping analysis for the fire station / crew deployment portion of the project.

Michael D. Fay, Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 10 years. He has over 30 years’ experience and has served as a firefighter, EMS director, educator, consultant, and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD, formerly NFIRS 5 Alive. Using standard NFIRS 5 datasets, StatsFD quickly performs diagnostic analysis of fire department operations.

Mr. Fay will conduct the statistical analysis for the deployment portion of the project.

2.3 PROJECT TEAM ORGANIZATION CHART

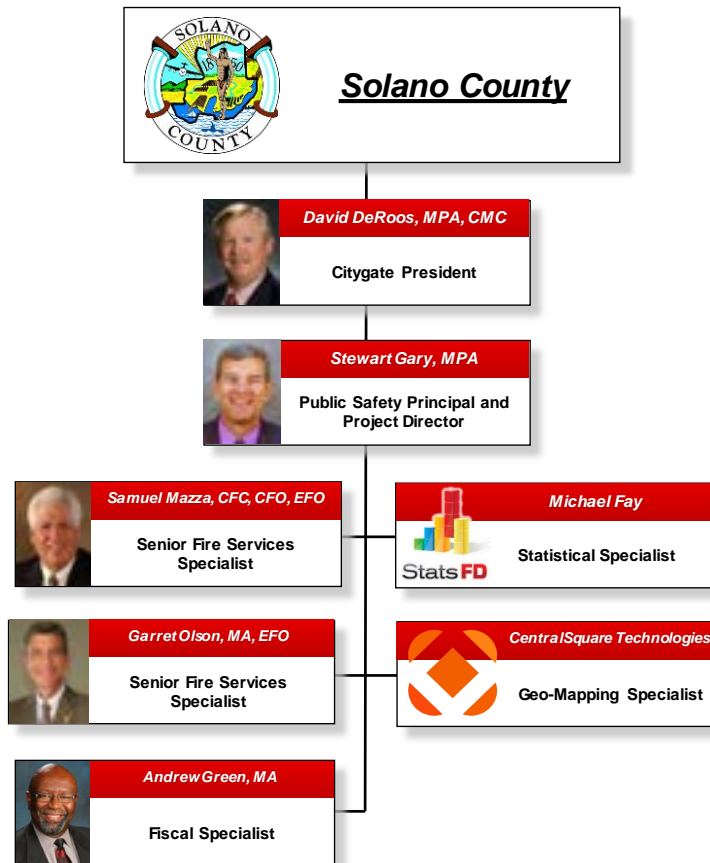
The following is a Project Team organization chart that shows the lines of authority in Citygate’s Project Team. Citygate’s consultants adhere to the code of ethics approved by the Institute of Management Consultants (IMC), provided in **Appendix A**. Resumes are provided in **Appendix B**.



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Project Team Organization Chart



2.4 RELEVANT PROJECT EXPERIENCE

The following are examples of Citygate’s experience in providing Standards of Coverage, headquarters services, and fire department fiscal analyses for public agencies.

Orange County Fire Authority, CA – Organizational Service Level Review

As part of a Master Services Agreement, Citygate has been retained to provide as-needed organizational service level reviews of operations for Orange County Fire Authority’s major cost centers. Each service level review will evaluate, at a forensic, data-driven level, the operational performance of the cost center, not just compared to national and Citygate team best practices, but to the needs of the Orange County Fire Authority, its employees, and its agency customers.

Los Angeles County, CA – After Action Review of the Woolsey Fire Incident

Citygate is currently assisting the Los Angeles County Office of Emergency Management in preparing a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of



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the County and inclusive of the major agencies that interacted with and assisted the County during the historic event. This review is scheduled to be completed over a 10-month project schedule, incorporating all the best practice elements as recommended by the California Governor's Office of Emergency Services.

Maui County, HI – *Performance and Fiscal Audit of the Department of Fire and Public Safety*

Citygate performed a performance and fiscal audit of the Department of Fire and Public Safety in Maui, Hawaii. This study was specifically designed to analyze the County's budgeted resource capacity and the utilization and allocation of those resources and provided recommendations for resource utility to ensure the County has the right resources performing the right services to allow the County to effectively achieve its strategic objective of providing a safe community for its residents.

City of Milpitas, CA – *Standards of Coverage and Headquarters Services Assessment*

Citygate conducted a Standards of Coverage and headquarters services assessment for the Fire Department in the City of Milpitas, California. The SOC analysis utilized a systems-based approach using local risk and demographics to determine the level of protection best fitting the Department's needs, and the headquarters services assessment reviewed the Department's cost of fire and EMS operations from a high level.

City of San Diego, CA – *Standards of Coverage Update Analysis (With Traffic Congestion Analysis)*

Citygate performed a Standards of Coverage update analysis based on our 2010 study for the San Diego Fire-Rescue Department, including a comprehensive assessment of the Department's deployment fact-pattern in light of changes over the prior six years.

City of San Jose, CA – *Fire Department Organizational Review (With Traffic Congestion Analysis)*

Citygate conducted a large organizational review of the San Jose Fire Department. This review evaluated the delivery of Fire Department services, technological improvements as they relate to Department response time performance and increases in Department efficiencies in operations. To accomplish this, Citygate conducted a detailed community risk assessment; a Standards of Coverage (SOC) review; an evaluation of the Department's organizational climate and structure, including an online employee survey; an EMS Program review; a review of the Communications Center; and an assessment of fiscal impacts, phasing, and possible next steps of changes recommended by Citygate. The SOC review included an analysis of the impact of traffic congestion on response times.

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City of Santa Clara, CA – Comprehensive Standards of Coverage and Headquarters Staffing Adequacy Review (With Traffic Congestion Analysis)

Citygate assisted the City of Santa Clara Fire Department with a comprehensive Standards of Coverage and headquarters staffing adequacy review. The efficacy and efficiency of fire and emergency medical service delivery models were assessed, and a forecast for headquarters staffing and services was developed.

City of Sunnyvale, CA – Comprehensive Community Risk Assessment, Standards of Coverage Study, and Station Location and Deployment Study (With Traffic Congestion Analysis)

Citygate conducted a Standards of Coverage Study, community risk assessment, and fire station condition and serviceability assessment for the City of Sunnyvale Public Safety Department based on nationally recognized guidelines and best practices, federal and state mandates, and relevant local and regional operating procedures.

City of San Luis Obispo, CA – Fire Department Deployment Study and Master Plan and Update

Citygate performed a fire department planning study, which included a Standards of Coverage planning analysis to examine the levels of fire department services by occupancy type and land use classifications. The study included assessing fire services to California Polytechnic State University, San Luis Obispo. The study also included fire station and staffing infrastructure triggers for additional resources and an analysis of headquarters and prevention systems, as well as order of magnitude costs and possible financing strategies.

Citygate completed a review of projected growth in the City of San Luis Obispo's General Plan and an assessment of fire service funding sources as part of a Standards of Coverage update. Citygate assessed the addition of a fifth fire station, or redistribution of the existing four stations, to serve new development in planned growth areas of the City.

City of Pearland, TX – Standards of Coverage and Staffing Utilization Study (With Traffic Congestion Analysis)

Citygate performed a Standards of Coverage and staffing utilization study for the City of Pearland, Texas. The study was conducted to help determine how to best staff and equip the Department to meet its mission in light of rapid and anticipated continued growth. The City desired a performance review of the delivery of all Fire Department services, as well as recommendations to ensure service delivery meets best practices. The Final Report was received by the City Council with great support and positivity, as the Council unanimously voted in favor of implementing all Citygate's recommendations.

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City of Sacramento, CA – Consultant Services to Conduct a Standards of Cover Study (With Traffic Congestion Analysis)

Citygate conducted a Standards of Cover Assessment for the City of Sacramento. Citygate produced an SOC document that is fully compliant with industry best practices in the field of deployment analysis, which the City intends to use to determine the distribution and concentration of the City's firefighting and ambulance resources.

City of Carlsbad, CA – Update of the Standards of Coverage Assessment, Management Staffing Assessment, and Strategic Plan (With Traffic Congestion Analysis)

Citygate updated the City's deployment model and performed a management staffing assessment and assisted the Fire Department's effort to prepare a Strategic Plan. Citygate's study addressed all facets of fire and non-fire operations, including, but not limited to, fire suppression, emergency medical, paramedic ambulance transport, technical and heavy rescue, fire prevention, and public education to a predominately suburban community approaching build-out, but with some remaining rural and agrarian areas.

City of San Marcos, CA – Standards of Coverage Study (With Traffic Congestion Analysis)

Citygate conducted a Standards of Coverage study for the City of San Marcos Fire Department, which required a performance review of the delivery of all Fire Department services and provision of options or alternatives for those items needed to meet best practices.

Cities of Newark and Union City, CA – Fire Services Alternatives Study

Citygate completed a feasibility analysis of the services, costs, and key issues regarding contracting with Alameda County for fire services. The key issues assessed included the increasing expense of Other Post-Employment Benefits (OPEB), and a number of shared governance issues. This study assessed three different service delivery options.

Cities of Newark and Union City, CA – Regional Fire Service Study

Citygate completed a feasibility analysis of merging the cities of Newark's and Union City's fire services to gain economies of scale and improved services in these challenging economic times. Additionally, Citygate explored other fire service delivery options and worked with the study partners and Alameda County Fire Department (ALCO) to evaluate the possibility of ALCO providing contract fire services to one or both cities.

Stanford University – Fire Services System Review

Citygate is providing a fire services system review for Stanford University, which has occurred over many phases and has included preparation of alternative service plans, macro costs, drafting a fire services request for proposal, and drafting a cost model for the Fire Department. Stanford

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recently initiated a sixth phase for this project, for which it selected Citygate Associates, once again, to assist.

San Diego County Office of Emergency Services (CA) – Countywide Deployment Study for Regional Fire, Rescue, and EMS Services (57 Total Fire Agencies)

Citygate completed a project to implement a phased process designed to establish a blueprint for improving the County of San Diego’s regional fire protection and emergency medical system. The study assessed levels of service, identified future needs, provided options for a regional governance structure, and developed cost-feasible proposals to improve the region’s ability to respond to natural or manmade disaster, including wildfires, earthquakes, terrorism, and other multi-hazard events; bolster day-to-day operations for local agencies; and enhance the delivery of fire and emergency medical services in the County.

The study exceeded the County’s expectations and was very well received by the elected officials and stakeholders in May 2010. The County has since retained Citygate to provide ad hoc assistance with implementation of the study’s recommendations. More information on this study, including links to watch the final presentation, listen to a related radio interview with Stewart Gary, view study documents, and read local news articles, is available here:

http://citygateassociates.com/Fire_San_Diego_County_Study.html

The Board of Supervisors voted 5–0 to adopt Citygate’s recommendations, and the County is now in the process of implementing the recommendations.

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SECTION 3—REFERENCES**3.1 PROJECT REFERENCES**

The following are references for related projects. Citygate strongly encourages Solano LAFCO to contact these references to see why agencies continue to call on Citygate for their fire and emergency services consulting needs.

City of San Diego, CA

Project: Standards of Coverage Update Analysis

Brian Fennessy, Former San Diego Fire-Rescue Department Fire Chief, Current Orange County Fire Authority Fire Chief
San Diego Fire-Rescue Department
brianfennessy@ocfa.org
(714) 559-2700

Chino Valley Independent Fire District, CA

Standards of Coverage Assessment and Master Plan Update

Tim Shackelford, Fire Chief
Chino Valley Independent Fire District
tshackelford@chofire.org
(909) 902-5260

City of Pearland, TX

Project: Standards of Coverage and Staffing Utilization Study

Vance Riley, Fire Chief
City of Pearland Fire Department
vriley@pearlandtx.gov
(281) 997-5852

City of Milpitas, CA

Standards of Coverage and Headquarters Services Assessment

Richard Sherrard, Fire Chief
City of Milpitas Fire Department
bsherrard@ci.milpitas.ca.gov
(408) 586-2811

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In addition to the related studies described previously, the following is a list of additional SOC/deployment studies, master/strategic plans, consolidation projects, and general projects that Citygate has completed.

3.2.1 Master/Strategic Plans

- ◆ City of Anacortes, WA
- ◆ City of Andover, KS
- ◆ Aptos/La Selva FPD, CA
- ◆ City of Atwater, CA
- ◆ City of Belmont, CA
- ◆ City of Beverly Hills, CA
- ◆ Butte County, CA
- ◆ City of Carlsbad, CA
- ◆ Clark County FPD No. 6, WA
- ◆ City of Corona, CA
- ◆ Cosumnes CSD, CA
- ◆ City of Dixon, CA
- ◆ City of DuPont, WA
- ◆ East Contra Costa County FPD, CA
- ◆ El Dorado Hills Fire District, CA
- ◆ Fresno County, CA
- ◆ Groveland Community Services District, CA
- ◆ Lakeside FPD, CA
- ◆ Los Angeles Area Fire Chiefs Association, CA
- ◆ Los Angeles County, CA
- ◆ Madera County, CA
- ◆ City of Mont Belvieu, TX
- ◆ Monterey County, CA
- ◆ Mountain House CSD, CA
- ◆ City of Mukilteo, WA
- ◆ City of Napa, CA
- ◆ Napa County, CA
- ◆ City of Newark, CA
- ◆ City of Oakdale / Oakdale Rural FPD, CA
- ◆ City of Oceanside, CA
- ◆ City of Orange, CA
- ◆ City of Peoria, AZ
- ◆ Presidio Trust, CA
- ◆ Port of Long Beach, CA
- ◆ Port of Los Angeles, CA
- ◆ Rock Creek Rural FPD, ID
- ◆ Salida FPD, CA
- ◆ Salton CSD, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of Soledad, CA
- ◆ City of Surprise, AZ
- ◆ Travis County ESD #6, TX
- ◆ Town of Windsor, CA
- ◆ University of California, Davis
- ◆ University of California, Merced
- ◆ City of Yucaipa, CA

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- ◆ City of Alameda, CA
- ◆ Alameda County, CA
- ◆ Alameda County Fire Department, CA
- ◆ City of Bakersfield, CA
- ◆ City of Brentwood, CA
- ◆ City of Calexico, CA
- ◆ City of Carlsbad, CA
- ◆ Carpinteria-Summerland FPD, CA
- ◆ Central FPD of Santa Cruz County, CA
- ◆ Chino Valley Fire District, CA
- ◆ City of Cleveland, OH
- ◆ Coastside FPD, CA
- ◆ City of Costa Mesa, CA
- ◆ Cosumnes CSD, CA
- ◆ City of Eagan, MN
- ◆ East Contra Costa County FPD, CA
- ◆ El Dorado Hills Fire District, CA
- ◆ City of Emeryville, CA
- ◆ City of Enid, OK
- ◆ City of Eureka, CA
- ◆ City of Fairfield, CA
- ◆ City of Folsom, CA
- ◆ City of Fremont, CA
- ◆ City of Georgetown, TX
- ◆ City of Huntington Beach, CA
- ◆ Kings County, CA
- ◆ Lakeside FPD, CA
- ◆ Los Angeles County EMS, CA
- ◆ City of Manhattan Beach, CA
- ◆ Marin County, CA
- ◆ Menlo Park FPD, CA
- ◆ City of Merced, CA
- ◆ City of Milpitas, CA
- ◆ City of Minneapolis, MN
- ◆ Missouri City, TX
- ◆ Montecito FPD, CA
- ◆ City of Monterey Park, CA
- ◆ City of Morgan Hill and Partners, CA
- ◆ National City, CA
- ◆ North County FPD, CA
- ◆ North Lake Tahoe FPD, NV
- ◆ City of Oakland, CA
- ◆ City of Ogden, UT
- ◆ City of Orange, CA
- ◆ Orange County Fire Authority, CA
- ◆ City of Palm Springs, CA
- ◆ City of Pasadena, CA
- ◆ City of Pearland, TX
- ◆ City of Redlands, CA
- ◆ City of Roseville, CA
- ◆ Ross Valley Fire Department, CA
- ◆ City of Sacramento, CA
- ◆ Sacramento Metropolitan Fire District, CA
- ◆ City of San Bernardino, CA
- ◆ City of San Diego, CA
- ◆ City of San Jose, CA
- ◆ City of San Luis Obispo, CA
- ◆ City of San Marcos, CA
- ◆ City of San Mateo, CA
- ◆ San Mateo County, CA
- ◆ San Ramon Valley FPD, CA
- ◆ Santa Barbara County, CA
- ◆ City of Santa Clara, CA
- ◆ Santa Clara County, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ South County Fire Authority, CA
- ◆ Southern Marin FPD, CA
- ◆ South Placer FPD, CA
- ◆ City of South San Francisco, CA
- ◆ South San Mateo County, CA
- ◆ South Santa Clara FPD, CA
- ◆ Stanislaus Consolidated FPD, CA
- ◆ City of Stockton, CA
- ◆ Suisun City, CA
- ◆ City of Sunnyvale, CA
- ◆ Templeton CSD, CA
- ◆ Travis County ESD No. 6, TX
- ◆ City of Vacaville, CA
- ◆ City of Vallejo, CA
- ◆ Valley Center FPD, CA
- ◆ City of Vancouver, WA
- ◆ Ventura County FPD, CA
- ◆ City of Victorville, CA
- ◆ City of Vista, CA
- ◆ City of Woodland, CA
- ◆ Yuba City, CA

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3.2.3 Consolidations and Contract-for-Service Analyses

- ◆ City of Arcata, CA – Fire Services Feasibility Analysis
- ◆ Cities of Brea and Fullerton, CA – Feasibility Analysis for Providing Multi-City Fire Services under JPA Jurisdiction
- ◆ Cities of Burlingame, Millbrae, and San Bruno and Town of Hillsborough, CA – Fire Services Merger Technical Implementation
- ◆ City of Covina, CA – Contract-for-Service Analysis
- ◆ El Dorado LAFCO (CA) – Countywide Fire and Emergency Services Study
- ◆ City of Emeryville, CA – Assessment of Fire Service Provision Options
- ◆ City of Eureka and Humboldt No. 1 FPD, CA – Consolidation or Contract Fire Services Feasibility Analysis
- ◆ City of Greenfield and the Greenfield Fire Protection District, CA – Fire Services Reorganization Study
- ◆ Heartland Communications Facility Authority, CA – Second Phase Merger Feasibility Study
- ◆ City of Hermosa Beach, CA – Analysis of Contract for Fire Services Proposal
- ◆ Cities of Hesperia, Adelanto, and Victorville and Town of Apple Valley, CA – Public Safety JPA Feasibility Study
- ◆ Lawrence Livermore National Security (CA) – Fire Consulting Services
- ◆ City of Lodi, CA – Contract for Services Feasibility Analysis
- ◆ Cities of Manhattan Beach and Hermosa Beach, CA – Operational Assessment
- ◆ Cities of Monterey, Pacific Grove, and Carmel, CA – High-Level Consolidation Feasibility Analysis
- ◆ Cities of Newark and Union City, CA – Consolidation or ALCO Contract for Services Study
- ◆ Cities of Orange, Fullerton, and Anaheim, CA – Consolidation Feasibility Analysis
- ◆ Cities of Patterson and Newman, and West Stanislaus County FPD, CA – Joint Fire Protection Study
- ◆ City of Pinole, CA – Regional Fire Service Delivery Study
- ◆ Cities of Pismo Beach, Arroyo Grande, and Grover Beach and Oceano CSD, CA – High-Level Consolidation Feasibility Analysis
- ◆ Placer County, CA – Fire Service Consolidation Implementation Plan
- ◆ Presidio Trust and National Park Service (CA) – Fire Services Reorganization
- ◆ City of San Diego Fire-Rescue Department, CA – Ambulance Contract Analysis and System Re-Bid Design
- ◆ San Diego County Office of Emergency Services (CA) – Countywide Deployment and Fiscal Study for Regional Fire, Rescue, and Emergency Medical Services (57 Total Fire Agencies)
- ◆ City of San Luis Obispo, CA – Police/Fire Dispatch Merger Analysis
- ◆ Cities of San Mateo, Foster City, and Belmont, CA – JPA Workshop
- ◆ City of Santa Rosa and Rincon FPD, CA – Fire Consolidation Analysis
- ◆ City of Sausalito and Southern Marin FPD, CA – Fire Consolidation Implementation Analysis
- ◆ Seaside and Marina Fire Services, CA – Consolidation Implementation Assistance
- ◆ Snohomish County Fire District 1, WA – Review of Regional Fire Authority Financial and Level-of-Service Plan
- ◆ City of Sonoma and Valley of the Moon FPD, CA – Fire Services Reorganization Study
- ◆ City of South Lake Tahoe, CA – Fire Department Consolidation Feasibility Analysis
- ◆ South Santa Clara County Area Fire Departments, CA – Reorganization Feasibility Study
- ◆ UC Davis and Cities of Davis, West Sacramento, and Woodland, CA – Consolidation Feasibility Analysis
- ◆ UC Santa Cruz and City of Santa Cruz, CA – Consolidation Feasibility Analysis
- ◆ City of Ukiah and Ukiah Valley Fire District, CA – Feasibility of Establishing a “District Overlay”
- ◆ City of Victorville, CA – Fire Services Options Review
- ◆ Yuba City, CA – Fire Services Organizational Review
- ◆ Yuba County Valley Floor Agencies, CA – Fire Services Merger Study



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- ◆ Alameda County Health Care Services Agency (CA) – EMS System Consultation Services
- ◆ Alameda County, CA – Incident Management Teams
- ◆ City of Albany, NY – Management Audit
- ◆ City of Alpine Springs, CA – Services Cost Sharing
- ◆ City of Atascadero, CA – Project Impact and Mitigation Assessment
- ◆ Bay Area UASI (CA) – Incident Management Training
- ◆ Cities of Brea and Fullerton, CA – Fire Resource and Ambulance Plan
- ◆ City of Brentwood, CA – Service Costs and Options
- ◆ City of Calistoga, CA – Fire Safety Review
- ◆ Chabot-Las Positas Community College District, CA – Fire Services and EMS Training Facility Review
- ◆ City of Chula Vista, CA – Analysis of Overtime Use; Fiscal and Operational Policy Assistance for ALS Plan
- ◆ City of Cloverdale, CA – Impact Fees
- ◆ Contra Costa County, CA – Financial Review
- ◆ City of Copperopolis, CA – Fire Prevention
- ◆ City of Corona, CA – Fire Prevention
- ◆ City of Costa Mesa, CA – Potential Fire Station #6 Closure Impact Evaluation
- ◆ City of Davis, CA – Operations / Management
- ◆ Donnelly Rural Fire Protection District, ID – Mitigation
- ◆ East Contra Costa Fire Protection District, CA – Mapping Analysis
- ◆ City of El Dorado Hills, CA – Peer Review
- ◆ City of Encinitas, CA – Fire Station Review
- ◆ EMSA – Training Program Development
- ◆ City of Fairfield, CA – Review of the Fire Station Needs for the Fairfield Train Station Specific Plan
- ◆ City of Fremont, CA – Response Statistics; Comprehensive Multi-Discipline Type 3 IMT Training Program
- ◆ Northstar Resort, CA – Fire Impacts and Growth Review
- ◆ Orange County Fire Authority, CA – Service Level Reviews of all Functions
- ◆ City of Paso Robles, CA – Fire Services Review and City Council Workshop
- ◆ City of Patterson, CA – Advance Planning
- ◆ PG&E – Mitigation
- ◆ City of Piedmont, CA – Emergency Operations Center Training
- ◆ Placer County, CA – Fire Services and Revenue Assessment
- ◆ PlumpJack Squaw Valley Inn, CA – Emergency Preparedness and Evacuation Plan Review
- ◆ City of Portland, OR – Public Information Officer Training
- ◆ Port of Long Beach, CA – Mitigation
- ◆ Port of Long Beach, CA – Update of Port Multi-Hazard Firefighting Study
- ◆ Port of Los Angeles, CA – Performance Audit
- ◆ Port of Oakland/City of Oakland – Domain Awareness Center Staffing Plan Development
- ◆ City of Poway, CA – Overtime Audit
- ◆ Rancho Cucamonga Fire District, CA – Fire Services Feasibility Review
- ◆ Rancho Santa Fe Fire Protection District, CA – EMS Operational and Fiscal Feasibility Review
- ◆ City of Roseville, CA – EMS Transport
- ◆ City of Sacramento, CA – Fire Prevention Best Practices
- ◆ Sacramento Metropolitan Airport, CA – Aircraft Rescue and Firefighting Study
- ◆ Sacramento Regional Fire/EMS Communications Center, CA – EMS Data Assessment
- ◆ City of Salinas, CA – Comprehensive Fiscal Feasibility Analysis and Facilitation of the Development of a JPA Governance Agreement
- ◆ Salton CSD, CA – Fire Services Impacts Review

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- ◆ City of Glendale, AZ – Public Safety Audit
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
- ◆ City of Hemet, CA – Costing and Peer Review for Fire Service Alternatives
- ◆ City of Hermosa Beach, CA – Analysis of Los Angeles County Fire District’s Contract for Fire Services Proposals
- ◆ City of Hesperia, CA – Cost Estimate for Hesperia-Provided Fire Services
- ◆ Kelseyville Fire Protection District, CA – Executive Search
- ◆ Kings County, CA – High-Speed Rail Project Impact Analysis
- ◆ Kitsap Public Health District, WA – Emergency Response Plan Review Services
- ◆ City of Loma Linda, CA – Cost of Services
- ◆ Los Angeles County, CA – After-Action Review of Woolsey Fire Incident
- ◆ Los Angeles County, CA – Fire Services Impact Review
- ◆ Madera County, CA – Fire Station Siting Analysis
- ◆ City of Manhattan Beach – Evaluation of Site Options for Fire Station 2
- ◆ Maui County, HI – Fire Audit
- ◆ Menlo Park Fire Protection District – Site Assessments for Fire Stations 3, 4, and 5
- ◆ City of Millbrae, CA – Fire and Police Service Impacts for Millbrae Station Area Plan
- ◆ City of Mill Valley, CA – Fire and Emergency Medical Services Study
- ◆ City of Milpitas, CA – Fire Services Planning Assistance
- ◆ Monterey County, CA – EMS Agency Ambulance Systems Issues Review and Analysis
- ◆ Monterey County, CA – EMS Communications Plan
- ◆ Monterey County, CA – Office of Emergency Services Tabletop Exercise for Elkhorn Slough
- ◆ City of Napa, CA – Mitigation
- ◆ City of San Bernardino, CA – Evaluation of City Fire Service Proposals
- ◆ City of San Diego Fire-Rescue Department, CA – Emergency Command and Data Center Staffing Study
- ◆ City of San Diego Fire-Rescue Department, CA – Fire Communications Center and Lifeguard Dispatch Review
- ◆ City and County of San Francisco, CA – Incident Management Training
- ◆ City of San Jose, CA – Fire Department Organizational Review
- ◆ San Mateo County, CA – Countywide Fire Service Deployment Measurement System
- ◆ City of Santa Barbara, CA (Airport) – Aircraft Rescue and Firefighting Study
- ◆ Santa Clara County, CA – Incident Management Training
- ◆ Santa Cruz County, CA – Incident Management Training
- ◆ Town of Scotia Company, LLC – Board Training Workshop
- ◆ Snohomish County Fire District 1, WA – Peak Hour Ambulance Use Study
- ◆ Sonoma LAFCO, CA – Municipal Services Review
- ◆ Southern Marin Emergency Medical Paramedic Services, CA – EMS Resources Deployment Analysis
- ◆ South Monterey County Fire Protection District, CA – Needs Assessment
- ◆ City of South San Francisco, CA – Provision of Station Deployment Coverage GIS Maps
- ◆ Squaw Valley Resort, CA – Assessment of Project Impacts
- ◆ Stanford University, CA – Fire Services System Review Consulting Services
- ◆ Tracy Rural Fire Protection District, CA – Fire Analysis
- ◆ City of West Sacramento, CA – Impact Fees Study
- ◆ Wheatland Fire Authority, CA – Operational Feasibility Review
- ◆ City of Woodland, CA – Fire Station Location Peer Review
- ◆ Yolo LAFCO, CA – Combined MSR/SOI Study

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- ◆ Newark-Union City, CA – Fire Services Alternatives
- ◆ City of Yorba Linda, CA – Emergency Operations Center Training
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ Yuba County, CA – Comprehensive Services Delivery and Staffing Review

3.3 CITYGATE’S DEPTH IN FIRE/EMS WORK

Citygate is the **most experienced** deployment, EMS, and fire services assessments firm in the western United States. Why?

Stewart Gary, retired Fire Chief and Citygate’s Public Safety Principal, helped develop the Standards of Coverage methodologies and taught these methodologies to fire service leaders across the US and Canada. Chief Gary partnered with the leading software firms to develop the tools necessary for advanced fire services deployment planning. To Citygate’s knowledge, there is no other fire services deployment analyst with Chief Gary’s depth and breadth of experience, which is summarized here:

- ◆ In 1995, Chief Gary was asked to develop the Commission on Fire Accreditation Standards of Coverage (SOC) manual First Edition into a 40-hour course for the California Fire Academy.
- ◆ In the years to follow, Chief Gary co-authored and edited the Second and Fourth Editions of the SOC manual.
- ◆ Chief Gary taught the highly successful SOC class at the California Fire Academy for years and delivered seminars nationally for the Commission on Accreditation to fire service groups, including International Fire Chiefs Association Conventions, accreditation applicant agencies, and Navy and Air Force Fire Chiefs.
- ◆ Chief Gary, as a consultant since 2001, has worked on over 300 fire service projects. Many of these involved complicated and politically sensitive situations. Most involved some form of partial or total deployment analysis skills.
- ◆ Chief Gary’s record of positive consultancy results across diverse stakeholder groups is unparalleled. In fact, at the final presentation of Citygate’s Countywide deployment study for San Diego County to the elected officials, which was led by Chief Gary, Citygate received these comments:
 - “Never before has a study been done that looks across the wide range of jurisdictional lines and at a level of analysis so deep.” —*Second District Supervisor, Dianne Jacob*

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- “I think this is an extraordinary report. [It’s] professionally done and this is probably one of the best presentations that I personally have ever sat through.” —*Supervisor Fourth District, Ron Roberts*
- ◆ Chief Gary brings *two other* unique perspectives to this project:
 - He has listened to an incredible number of elected, management, and labor leaders in his consulting career; there is not much he has not heard elsewhere, and many times he can explain to stakeholders that they are not alone in their perception or needs and coach them as to how other agencies are dealing with these issues.
 - Over seven years he served his community first as an elected school district trustee, and then a City Council member, in Livermore, California. He deeply understands the local government fiscal situation given the recession and how elected policy leaders need to understand technical material to build effective, lasting policy decisions.

3.4 CITYGATE’S DISTINGUISHING CHARACTERISTICS IN THE MARKETPLACE

Citygate’s reputation is built on one word – **trust** – and founded on these core values:

Ethics: Citygate will use rational information to help elected officials make informed policy choices. Citygate’s opinions are not for sale to those who might want to slant a recommendation because they are paying for the advice.

Quality: Citygate delivers a complete work product that meets the client’s *local* needs. Citygate does not use one-size-fits-all reports. Citygate reports clearly use facts to frame appropriate recommendations that the civilian reader can understand. There is no industry jargon, nor do the reports jump to conclusions that only a fire service individual would understand.

Timeliness: Citygate will offer clients a realistic timeline and always complete the work within that timeline. Where Citygate has not, it is due to the client needing more time to schedule events or to produce background information.

Sensitivity: Citygate will understand at the project kick-off what the stakeholder issues are and what information will be needed to completely address them. Citygate is careful to respect local issues. Citygate does not take sides, but rationally analyzes information and presents policy choices. Citygate is made up of quiet, “backstage” experts who let the local officials set and explain public policy.

Independence: Citygate provides a dependable, independent voice in its recommendations. Citygate is not aligned with any special interest group or association.

SECTION 4—COST PROPOSAL

4.1 PROJECT FEES

Citygate’s charges are based on *actual time* spent by the consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. Citygate will undertake this study for a “not-to-exceed” total cost based on the proposed project Work Plan, scope of work, and schedule as presented in the following table. Any additional work outside the scope of services described in this proposal, as mutually agreed to in writing as a change order, will be billed at the hourly rate of the respective consultant(s), including any reimbursable expenses plus a five percent administrative fee.

Project Cost Summary

Consulting Fees of Project Team	Reimbursable Expenses	GIS Data Fee	Administration (5% of Hourly Fees)	Total Citygate Project Amount
\$84,890	\$2,522	\$0*	\$4,245	\$91,657

* If street data is not available that includes the attributes necessary for the geographic computer model to route fire trucks at appropriate speeds over the County’s road network, including one-way streets and freeway interchange directions, we will purchase the required street and speed data from a private GIS data vendor at a cost of \$1,870, increasing the project cost to \$93,527.

This cost proposal reflects Citygate’s best effort to be responsive to Solano LAFCO’s needs at a reasonable cost. If the proposed scope of work and/or costs are not in alignment with Solano LAFCO and the Districts’ needs or expectations, Citygate is open to discussing modification of the proposed scope of work and associated costs.

Our price quote is effective for 60 days from the date of receipt of this proposal and includes one (1) draft review cycle as described in Task 5 of the Work Plan, to be completed by Citygate and Solano LAFCO within 30 calendar days of Solano LAFCO receiving the Draft Report. Additional Draft Report cycles or processing delays requested by Solano LAFCO would be billed in addition to the contracted amount at Citygate’s time and materials rates. When changes are agreed upon, Citygate will provide the Final Report in reproducible .PDF format. The Draft Report will be considered to be the Final Report if there are no suggested changes within 30 days of the delivery of the Draft Report.

Should Solano LAFCO decide to delay the final presentation in Task 6 after acceptance of the final work products, Citygate will accommodate such a request, but will charge two administrative hours per month to keep the project in suspense until the presentation is delivered. If this causes



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the billing to exceed the contracted amount, Solano LAFCO will be billed for the additional hours above the contracted amount.

4.2 STANDARD HOURLY BILLING RATES

Citygate’s hourly rates are as follows:

Classification	Rate	Consultant
Citygate President	\$225 per hour	David DeRoos
Public Safety Principal / Project Director	\$250 per hour	Stewart Gary
Senior Fire Services Specialist	\$225 per hour	Sam Mazza
Senior Fire Services Specialist	\$195 per hour	Garret Olson
Fiscal Specialist	\$195 per hour	Andy Green
Geo-Mapping Specialists	\$215 per hour	CentralSquare
Statistical Specialist	\$195 per hour	Michael Fay
Report Project Administrator	\$125 per hour	Various
Administrative Support	\$ 95 per hour	Various

4.3 BILLING SCHEDULE

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate’s billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment by direct deposit, if available.

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance would be credited to our last invoice.



APPENDIX A

CODE OF ETHICS

CODE OF ETHICS

CLIENTS

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

ENGAGEMENTS

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

FEES

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

PROFESSION

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. Board of Directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.

APPENDIX B

PROJECT TEAM RESUMES

CITYGATE ASSOCIATES, LLC**STEWART W. GARY, MPA**

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 47th year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

Mr. Gary started his career with the City of Poway in San Diego County, attaining the rank of Battalion Chief / Fire Marshal. He subsequently served as the Administrative Battalion Chief for the Carlsbad Fire Department in San Diego County. He was appointed Fire Chief for the City of Livermore, California in January 1994, and two years later, he successfully facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam Award for Excellence and Innovation by the California League of Cities in 1999.

Mr. Gary has both a bachelor's and master's degree in Public Administration from San Diego State University. He holds an associate degree in fire science from Miramar Community College in San Diego and a certificate in fire protection administration from San Diego State, and he has attended hundreds of hours of seminar course work in fire protection.

Mr. Gary has served in elected professional positions, including: President, California League of Cities, Fire Chiefs Department; and Chairperson, San Diego County Paramedic Agencies. He has been involved in progressive responsibility for creating or implementing fire protection policy on the local, state, and national levels. He has served as a board member representing cities on the California Office of Emergency Services-Firescope Board and served two terms as the fire chief representative on the California League of Cities Board of Directors. Mr. Gary served on the Livermore School District Board and served as an elected official on the City of Livermore City Council.

Consulting Experience Includes:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 300 consulting projects. Some of the highlights and recent projects include:

- ◆ Currently serving as Public Safety Principal and Project Manager to conduct a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.
- ◆ Currently serving as Public Safety Principal for five organizational service level reviews for the Orange County Fire Authority, which includes deployment, dispatch, emergency medical services, fleet, and the executive team.
- ◆ Served as Public Safety Principal for a performance and fiscal audit of the Department of Fire and Public Safety for the County of Maui.
- ◆ Served as Public Safety Principal and Project Director for a Standards of Coverage update for the San Diego Fire-Rescue Department.
- ◆ Served as the Lead Deployment Consultant on a team that developed a new Strategic Plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received

by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.

- ◆ Served as Public Safety Principal for a comprehensive Standards of Coverage and headquarters staffing adequacy review for the Santa Clara Fire Department.
- ◆ Served as Public Safety Principal for a comprehensive community risk assessment, standards of coverage study, station location and deployment study for the City of Sunnyvale, CA.
- ◆ Served as Project Manager for a Standards of Coverage deployment analysis and fire Master Plan for the City of San Luis Obispo, CA.
- ◆ Served as Public Safety Principal and Project Director for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- ◆ Served as Project Director and Standards of Coverage Specialist for Citygate’s regional fire services deployment study for the County of San Diego, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving the County’s regional fire protection and emergency medical system.
- ◆ Served as Public Safety Principal and Project Director for a Standards of Coverage study that included a review of options for ambulance deployment based in the Fire Department for the City of Sacramento.
- ◆ Served as Public Safety Principal for an update of the City of Pasadena’s Standards of Coverage plan.
- ◆ Served as Project Director and Standards of Coverage Specialist for a project for the City of Oakland conducting a comprehensive multi-hazard, all-risk fire service deployment study to analyze the City’s fire services emergency response systems, recommending adding traditional resources and alternative and adaptive deployment models.
- ◆ Served as Project Manager and Standards of Coverage Specialist for a fire services deployment and departmental performance audit for the Santa Barbara County Fire Department.
- ◆ Served as Project Director and Standards of Coverage Specialist for a Standards of Coverage deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served as Project Director and Public Safety Principal to conduct a fire communications center and lifeguard dispatch review. This included performing a fire dispatch merger feasibility study for the San Diego Fire-Rescue Department with the Heartland Communications Facility Authority and North County Dispatch JPA, along with a parallel feasibility study of merging lifeguard dispatch with San Diego fire dispatch.
- ◆ Served as Public Safety Principal and Project Director to conduct a marine firefighting risk and response assets analysis for the Port of Corpus Christi, TX.

- ◆ Served as Public Safety Principal and Project Director for a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.
- ◆ Served as Public Safety Principal and Project Director to update a Standards of Coverage study, management staffing assessment, and strategic plan for the City of Carlsbad Fire Department.
- ◆ Served as Public Safety Principal and Project Director for a police dispatch shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Placentia.
- ◆ Served as Public Safety Principal and Project Manager to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint Powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Served as Public Safety Principal and Project Director for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.
- ◆ Served as Public Safety Principal to develop a fire services consolidation implantation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.
- ◆ Served as Public Safety Principal and Project Director for a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
- ◆ Served as Project Manager, Public Safety Principal, and Merger Specialist for the City of Rancho Cucamonga Police Services and JPA Feasibility Analysis.
- ◆ Served as Public Safety Principal to develop and evaluate the results of a Fire Services RFP for the City of Hesperia Fire Department.
- ◆ Served as Public Safety Principal to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Currently Serving as Public Safety Principal for an independent review of Stanford University's contract with the City of Palo Alto to provide fire protection services to the University. This project has spanned numerous phases.

Other non-Citygate Relevant Experience Includes:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Coverage (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached, assisted and initially drafted the Clark County Fire Department Rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area,



which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.

- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the Standards of Coverage system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Mr. Gary effectively led the Fire Department’s adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master-planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City Building Department, including plan check and inspection services for two years; and master-planned future growth in the north Livermore area for an additional 30,000 people in a “new town” area.
- ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.

- ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities, and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
- ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine, and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on fire service deployment for the Commission on Fire Accreditation Standards of Coverage methodology. Over the last five years, Mr. Gary has presented one-day workshops across the US and Canada to fire chiefs. Presentations have included:
 - The International Association of Fire Chiefs Convention
 - US Navy Fire Chiefs in Norfolk, Virginia
 - US Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado
 - Seattle-area Fire Chiefs
 - Vancouver British Columbia Fire Chiefs Association
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University
 - The California Fire Training Officers annual workshop
- ◆ Developed and taught the 40-hour course in fire deployment methods for the California Fire Academy for seven years. Over 250 fire officers have been trained in this course.

Publications:

- ◆ Edited, partially wrote and co-developed the 2nd, 3rd, and 4th Editions of the Commission on Fire Accreditation Standards of Response Cover Manual.
- ◆ Fire Chief Magazine article. February 2001, “System of Cover.” Using the Accreditation Commission’s Standards of Response Cover systems approach for deployment.
- ◆ Fire Chief Magazine article. December 2000, “Data to Go.” Designing and implementing wireless data technologies for the fire service.



CITYGATE ASSOCIATES, LLC**SAMUEL L. MAZZA, CFC, CFO, EFO**

Mr. Mazza retired as the Fire Chief for the City of Monterey, California, where he engineered and facilitated the consolidation of the Monterey and Pacific Grove fire departments in 2008. His fire service career spans 38 years with city, county, special district, and state fire agencies and includes administration, operations, air operations, training, dispatch, disaster planning and management, fire prevention, and law enforcement experience. He served as the Incident Commander on a statewide Incident Command Team and continues to serve as a member of the Monterey City and Monterey County Emergency Operations Center staffs. Mr. Mazza holds a bachelor's degree from California State University, Fresno, and an associate degree in fire science from Fresno City College, and he is a graduate of the Executive Fire Officer Program.

Mr. Mazza has extensive collaborative experience, having served elected and appointed positions in numerous professional organizations and on regional committees and initiatives. He has served as the Fire and Rescue Coordinator and chaired the California Incident Command Certification System Peer Review Committee for the California Emergency Management Agency Monterey County Operational Area, and he also served on the Monterey County Operational Area Grant Approval Authority for the California Department of Homeland Security. He has served as President of the Monterey County Fire Chiefs Association and represented county fire agencies on committees providing governance and policy oversight of the Monterey County voice and data emergency communications and dispatch systems. He obtained grant funding and facilitated implementation of a mobile data communications system for Monterey County fire agencies in 2010 and initiated and led the continuing effort to develop a regional shared governance fire agency for the Monterey Peninsula.

Memberships Held Include:

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA

Consulting Experience Includes:

The following is a selection of Mr. Mazza's consulting experience since joining Citygate:

- ◆ Currently serving as Public Safety Principal and Deputy Project Manager to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.
- ◆ Currently serving as Senior Fire Services Specialist and Assistant Project Manager for five organizational service level reviews for the Orange County Fire Authority, which includes deployment, dispatch, emergency medical services, fleet, and the executive team.
- ◆ Served as Senior Fire and Emergency Services Specialist for a Fire Department organizational review for the City of San Jose Fire Department.
- ◆ Served as Senior Fire Services Specialist for a fire and EMS needs assessment in the Sweetwater Area of San Antonio Valley for the County of Santa Clara, California.

- ◆ Served as Senior Fire Services Associate for a Standards of Coverage study to include a review of options for ambulance deployment based in the Fire Department for the City of Sacramento.
- ◆ Served as Senior Fire and Emergency Services Specialist to conduct a Standards of Coverage update for the City of San Diego Fire-Rescue Department.
- ◆ Served as Senior Fire and Emergency Services Specialist for a fire services Standards of Coverage analysis for the Alameda County Fire Department.
- ◆ Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage assessment for the City of Merced Fire Department.
- ◆ Served as Senior Fire Services Specialist to conduct a Standards of Coverage study for the South County Fire Authority in the City of Tracy region.
- ◆ Served as Senior Fire and Emergency Services Specialist to conduct a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.
- ◆ Served as Senior Fire Services Specialist and Project Manager to develop an Emergency Services Master Plan for the Aptos/La Selva Fire Protection District, including a Standards of Coverage and community risk assessment.
- ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Fire Protection District.
- ◆ Served as Project Manager and Fire Services Specialist to conduct a fire services reorganization study for the City of Greenfield, California, and the Greenfield Fire Protection District.
- ◆ Served as Senior Fire Service Associate to provide a Standards of Coverage and risk assessment study for the Montecito Fire Protection District.
- ◆ Served as Risk Assessment Specialist for a marine firefighting risk and response assets analysis for the Port of Corpus Christi, TX.
- ◆ Served as Fire Services Specialist for a risk assessment, Standards of Coverage study, and facilities Master Plan for the El Dorado Hills Fire District.
- ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage and management administration assessment for the Central Fire Protection District of Santa Cruz County.
- ◆ Served as Project Manager and Fire Services Specialist for a Yolo County Fire Protection Districts combined municipal service review / sphere of influence study for the Yolo Local Agency Formation Commission.
- ◆ Served as Fire Services Specialist to conduct a fire municipal services review and sphere of influence review for northeast Sonoma County.
- ◆ Served as Senior Fire Services Specialist to conduct a comprehensive fiscal feasibility analysis and facilitate the development of a governance and Joint Powers

Authority agreement for the formation of a 9-1-1 emergency communications JPA for the Monterey County public safety agencies.

- ◆ Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage and staffing study for Kings County, California.
- ◆ Served as the Senior Fire Services Specialist and Project Manager for a tabletop exercise for the Monterey County Office of Emergency Services.
- ◆ Served as Fire Services Specialist for a fire services threat assessment for the University of California, Merced.
- ◆ Served as Fire Services Specialist to develop a fire services strategic plan and pre-accreditation review for the University of California, Davis, and City of Davis Fire Departments, which included a campus-specific Standards of Coverage assessment.
- ◆ Served as Fire Service Specialist to conduct a fire services alternatives study for the Cities of Newark and Union City.
- ◆ Served as Project Manager and Fire Services Specialist for a fire services study for the Templeton Community Services District Fire Department to identify gaps in operations and resources, develop recommendations to maximize current fire department operations and resources, and identify best practices.

Significant Programs/Projects:

- ◆ Coordinated rewrite of the Monterey City Emergency Operations Plan in 2010 in conformance with federal and state all-hazard guidelines.
- ◆ Authored Damage Assessment Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Critical Infrastructure and Key Resources Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Pandemic Influenza Preparedness and Response Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Developed and administered multiple fire service contracts.
- ◆ Coordinated annual Proposition 172 allocation for Monterey County fire agencies with the Monterey County Administrative Office.
- ◆ Served on the Board of Directors – Fire Agency Insurance Risk Authority.
- ◆ Served on the Monterey County Emergency Medical Services Agency Task Force, evaluating and recommending enhancements to the Monterey County EMS system.
- ◆ Represented Monterey County fire agencies on the Monterey County Emergency Medical System Committee.
- ◆ Coordinated fire agencies' recommendations and comments to the Monterey County General Plan update.
- ◆ Coordinated implementation of the California Incident Command Certification System within the Monterey County Operational Area.

- ◆ Participated in the National Fallen Firefighters Foundation Wildland Fire Symposium to develop initiatives to reduce firefighter line-of-duty-fatalities.
- ◆ Developed and implemented capital facilities and equipment replacement and maintenance plans.
- ◆ Facilitated development and implementation of multiple Strategic Plans.
- ◆ Facilitated implementation of the reorganization of Monterey County Service Area #61 into the South Monterey County Fire Protection District.
- ◆ Coordinated development and implementation of a Fire District Illness and Injury Prevention Plan.
- ◆ Coordinated development and implementation of fire suppression assessment and mitigation fee ordinances.
- ◆ Co-facilitated development and implementation of multi-agency engine and truck company performance standards.

CITYGATE ASSOCIATES, LLC**GARRET M. OLSON, MA, EFO**

Chief Olson, a second-generation Firefighter and Fire Chief, began his fire service career in 1988 as a paid-call firefighter with the Fire Department in Orange County, California.

In 1990, Chief Olson was hired as a 9-1-1 dispatcher for the Fire Department in Long Beach, California. He joined the Fire Department in Mesa, Arizona, later that same year and held the positions of Firefighter, Fire Engineer, Fire Captain, Battalion Chief, and Deputy Fire Chief. He was a certified Paramedic and Technical Rescue Technician. In 2001, Chief Olson was deployed to New York City to assist with recovery from the September 11 terrorist attacks, serving as the government liaison between the City and the American Red Cross.

In 2004, Chief Olson was recruited to join the City of Scottsdale, Arizona, in building its new municipal fire department. After serving as the Incident Commander for this multi-department, multi-jurisdictional organizational transition, Chief Olson served as Deputy Chief of Training and Special Operations and Deputy Chief of Field Operations before being promoted to Fire Chief in 2011. During his tenure as Fire Chief, Chief Olson was proud to lead efforts to initiate changes in Department staffing and deployment, strategic planning, organizational culture, and the Department's community-focused mission.

In 2012, Chief Olson returned to his home state of California to become the first-ever Deputy Chief in the long-established San Luis Obispo City Fire Department. For the previous 138 years, San Luis Obispo City Fire did not have a second-in-command to the Fire Chief. Bringing this new position to life in a Department steeped with tradition was an exciting opportunity. In 2013, Olson was then selected to lead the San Luis Obispo City Fire Department as its Fire Chief, where he implemented the Department's first strategic plan, brought online significant technology and apparatus enhancements, enhanced internal communications, and connected the Fire Department with the community with great care.

Current Consulting Experience Includes:

- ◆ Currently serving as Fire Services Specialist to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.
- ◆ Currently serving as Strategic Planning Specialist for five organizational service level reviews for the Orange County Fire Authority, which includes deployment, dispatch, emergency medical services, fleet, and the executive team.
- ◆ Currently serving as Senior Associate to develop an organizational strategy that outlines five-year goals for the Fire Department in the City of Corona, California.
- ◆ Currently serving as Senior Associate to conduct an analytical fire department service utilization and staffing patterns review for the Marin County Fire Department.
- ◆ Currently serving as Senior Fire Services Specialist for a public safety staffing study for the City of Woodbury, Minnesota, which entails a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.

- ◆ Serving as Fire Services Specialist to assist the Groveland Community Service District in updating its Fire Master Plan and evaluating impacts of planned new developments outside the current District boundaries.

Relevant Experience and Achievements Include:

- ◆ **City of San Luis Obispo, Fire Chief (2012–Present)**
 - Provides executive leadership, organizational vision, and enhanced communications to the Fire Department while reestablishing healthy and productive relationships in the community.
 - Implemented multifaceted internal and external communications via personal contact, online video, social media, and public outreach/presentations.
 - Established the new position of Deputy Fire Chief.
 - Initiated development of a five-year strategic plan.
 - Implemented online citizen feedback program.
 - Collaboratively developed new organizational mission and values.
 - Brought greater focus to performance measures and meaningful data reporting, including an emphasis on reducing and accurately capturing response times.
 - Co-founded County Fire Chiefs’ Chief Officer Leadership Program.
 - Assisted other City departments with their strategic planning and employee development goals.
- ◆ **City of Scottsdale Fire Department, Fire Chief (2011–2012)**
 - Provided executive leadership, direction, and management to the Fire Department during a dynamic period of substantial financial and organizational change.
 - Developed and presented a fiscally responsible \$30M budget and Department reorganization plan designed to maximize continued service delivery with significant funding reductions, including a 30 percent reduction in senior management positions.
 - Proactively and effectively managed employee relations during a time that presented significant challenges to employee morale.
 - Established new Mission Statement and Strategic Directions for the Department.
 - Communicated with City leadership and regional partners to implement structural changes to enhance Firefighter safety and efficiency and honor the regional commitment without budget impacts.
 - Established strong and active communications with staff through worksite visits, weekly video updates, and meaningful meetings.
 - Demonstrated responsible, respectful, and fully engaged stewardship.

- ◆ **City of Scottsdale Fire Department, Deputy Fire Chief, Training and Development (2004–2007) and Field Operations (2007–2011)**
 - Developed and coordinated a \$22M budget.
 - Established, implemented, and administered programs and policies for the protection of citizens from loss of life or property, including a training program to accomplish operational objectives.
 - Collaborated and led to define and accomplish established strategic goals and objectives and execute successful strategies.
 - Planned, organized, directed, and evaluated emergency response operations, including firefighting, emergency rescue and hazardous material response, and fire prevention programs.
 - Worked with other City departments and regional agencies to maintain healthy and productive professional relations.
- ◆ **City of Mesa Fire Department (1990–2004)**
 - Positions held while with the Mesa Fire Department include Deputy Chief of Personnel and Wellness, Deputy Fire Chief of Training and Special Operations, Battalion Chief, Fire Captain – Metropolitan Medical Response Coordinator, Fire Captain – Technical Rescue Technician, Fire Engineer, and Firefighter – Paramedic.

Leadership Presentation Experience Includes:

- ◆ Arizona State Fire Chiefs’ Fire and EMS Leadership Conference, Glendale, AZ, 2013
- ◆ International Association of Fire Chiefs Fire Rescue International Global Forum of Leadership Conference, Denver, CO, 2012
- ◆ Firehouse World Conference, San Diego, CA 2012
- ◆ Arizona State Fire Chiefs’ Fire and EMS Leadership Conference, Glendale, AZ, 2012
- ◆ International Association of Fire Chiefs Fire Rescue International Conference, Atlanta, GA, 2011
- ◆ Arizona State Fire Chiefs’ Leadership Conference, Glendale, AZ, 2010

Committees and Memberships:

- ◆ Ambulance Performance Operations Committee, San Luis Obispo
- ◆ Emergency Medical Care Committee, County of San Luis Obispo
- ◆ Rotary Club of San Luis Obispo de Tolosa, Current President

Education and Certification:

- ◆ Master of Arts in Organizational Management, University of Phoenix (2003)
- ◆ Bachelor of Science in Business Management, University of Phoenix (1997)
- ◆ Executive Fire Officer, National Fire Academy, Emmitsburg, Maryland (2010)



- ◆ Certificate in Public Sector Human Resource Management, The George Washington University, Council on Education in Management (2004)

Publication:

- ◆ Co-authored *Aehlert's EMT-Basic Study Guide*, First Edition

Volunteer Involvement:

- ◆ **Rotary International**

- Rotary Club of San Luis Obispo de Tolosa, Club President, 2017–2018

- ◆ **RISE SLO**

- Board Member for organization that provides crisis intervention and treatment services to survivors of sexual and intimate partner abuse.

- ◆ **Strategic Planning and Dialogue Consulting (pro bono)**

- Facilitated development of organizational strategic plans for the City of San Luis Obispo Public Works Department, the City and County of San Luis Obispo Human Resources Departments, and the SLO Senior Volunteer Services [501(c)3].

- Facilitated strategic and teambuilding dialogue for the City of Morro Bay, the City of San Luis Obispo Community Development Department, the City of San Luis Obispo Community Development and Public Works collaboration, the Food Bank Coalition of San Luis Obispo, and the San Luis Obispo County YMCA.

- ◆ **American Red Cross, Volunteer Government Liaison:**

- Deployed to the New York City Emergency Operations Center to assist in the post-9/11 recovery. Functioned as the American Red Cross liaison to the City of New York.

- ◆ **Other Volunteer Activity:**

- Emcee of annual fundraiser for San Luis Obispo Senior Volunteer Services
- Fundraiser for Food Bank Coalition of San Luis Obispo
- Volunteer for Love SLO

Chief Olson thrives on the continual journey of improving leadership, communications, relationships, and organizational culture. He has shared his passion for strategic thinking and planning with government and non-profit organizations, including facilitating strategic dialogue for the City of Morro Bay, the City of San Luis Obispo Public Works Department, the Community Development Department, the City and County of San Luis Obispo Human Resources Departments, the San Luis Obispo Senior Volunteer Services, and the San Luis Obispo County YMCA.



CITYGATE ASSOCIATES, LLC**ANDREW GREEN, M.B.A.**

Mr. Green has over 35 years of experience in all aspects of municipal finance, including as a professional manager. He has had primary responsibility for the development and monitoring of citywide budgets for four municipalities, with total budgets ranging from \$70 million to \$680 million. He developed and fine-tuned long-range financial plans for multiple municipalities, including playing a lead role in taking the City of Pasadena from a \$10 million General Fund operating deficit to a \$5 million General Fund operating surplus. Mr. Green also has a Master of Business Administration degree with honors.

Related Experience Includes:

- ◆ Currently serving as Fiscal Specialist for five organizational service level reviews for the Orange County Fire Authority, which includes deployment, dispatch, emergency medical services, fleet, and the executive team.
- ◆ Served as Fiscal Specialist for a performance and fiscal audit of the Department of Fire and Public Safety in Maui, Hawaii, specifically designed to analyze the County's current budgeted resource capacity and the utilization and allocation of those resources.
- ◆ Currently serving as Fiscal Specialist to assist the City of San Luis Obispo, California, and its partners to study the opportunities and constraints in merging some of the County's police and fire dispatch centers into one shared center located at the San Luis Obispo Police Department dispatch center.
- ◆ Currently serving as Fiscal Specialist to assist the Groveland Community Service District in updating its Fire Master Plan and evaluating impacts of planned new developments outside the current District boundaries.
- ◆ Currently serving as Fiscal Specialist to conduct an analytical fire department service utilization and staffing patterns review for the Marin County Fire Department.
- ◆ Served as Fiscal Specialist for a Standards of Coverage and headquarters services assessment for the Fire Department in the City of Milpitas, California.
- ◆ Completed the Comprehensive Annual Financial Report on time and with clean audit opinions for four municipalities during more than 30 years being primarily responsible for developing and monitoring the citywide budgets, with total budgets ranging from \$70 million to \$680 million.
- ◆ Developed and fine-tuned long-range financial plans for multiple municipalities, including playing a lead role in taking the City of Pasadena from a \$10 million General Fund operating deficit to a \$5 million General Fund operating surplus.
- ◆ Served as financing team lead for numerous multi-million debt issuances, including the \$282 million ReTRAC, a \$108 million event center, and \$35 million in Cabela's projects in Reno, NV; and the \$156 million Rose Bowl renovation in Pasadena, CA.

- ◆ Appointed by the League of California Cities’ Fiscal Officers Department to the Employee Relations Committee and voted in as the second Vice President of the League’s Executive Committee (change of employment prevented serving).
- ◆ Served as Chief Negotiator for the Cities of Rialto and Reno for various police and fire labor units, achieving successful multi-year agreements in both Cities.
- ◆ Developed a strategic action plan to improve the motor pool operation of the City of Rialto.
- ◆ Developed a review, monitoring, and evaluation process for the worker’s compensation program for the City of Rialto, which resulted in a 15 percent savings in costs.
- ◆ Served in the lead role in four different, successful financial system conversions.
- ◆ Appointed by the League of Nevada Cities to be a member of the Committee on Local Government Finance, which monitors and makes recommendations on statewide operations of local governments.
- ◆ Served as a Board member and Executive Committee member of risk-sharing pool for the City of Rialto’s liability function.
- ◆ Developed and implemented a cross-functional work-team concept in the finance departments of the Cities of Rialto and Reno, which improved operational efficiency and effectiveness, as well as Department morale.
- ◆ Successfully motivated and directed staff to implement the various internal audit recommendations given to the finance departments for the Cities of Reno and Pasadena.
- ◆ Significantly increased the level of professionalism and education among the senior management staff of the finance departments of the Cities of Reno and Pasadena.
- ◆ Developed the first vision statements for the finance departments for the Cities of Reno and Pasadena to maintain departmental focus on its role in achieving the Citywide vision.
- ◆ Developed and implemented annual senior management staff retreats to ensure that Department senior managers remain focused on the Department and the Citywide vision.

Employment:

Director of Finance , City of Pasadena, CA	2009–2015
Finance Director , City of Reno, NV	2001–2009
Director of Finance / Director of Administrative Services , City of Rialto, CA	1992–2001
Director of Finance , City of San Bernardino, CA	1986–1992



Assistant Director of Finance, City of San Bernardino, CA 1985–1986
Internal Auditor / Budget Officer, City of San Bernardino, CA 1984–1985

Honors and Awards:

- ◆ Pasadena NAACP Government Sector Honoree
- ◆ San Bernardino Management Association Manager of the Year
- ◆ San Bernardino NAACP Pioneer Award
- ◆ Government Finance Officer Association Certificate of Achievement in Outstanding Financial Reporting: eight years in Reno, nine years in Rialto, and six years in Pasadena
- ◆ Government Finance Officer Association Distinguished Budgeting Award: eight years in Reno and six years in Pasadena
- ◆ Fontana Branch Derby Club Outstanding Achievement Award

SUBCONTRACTOR**MICHAEL D. FAY**

Michael D. Fay has over 30 years' experience and has served as a firefighter, EMS director, educator, consultant, and publisher.

Relevant Experience:

- ◆ President of Animated Data, Inc., the designer and publisher of StatsFD, formerly NFIRS 5 Alive. Using standard StatsFD and raw CAD datasets, StatsFD quickly performs diagnostic analysis of fire department operations. Outputs are designed for both live and printed presentations.
- ◆ Director of End2End Inc., publisher of FirePoint RMS Systems for fire departments. Products of the firm include 40 single-user and multi-user client server modules. Mr. Fay is responsible for RMS product development.
- ◆ Senior Associate of Firepro Inc., a fire consulting firm specializing in fire safe building design, forensic reconstruction, and fire department consulting services. Mr. Fay directed fire scene documentation and reconstruction of dozens of large loss fires and co-authored management studies for several city fire departments.
- ◆ Assistant Superintendent and Program Chair for Management Technology at the National Fire Academy, Federal Emergency Management Agency (FEMA). The mission of the National Fire Academy is to enhance the nation's fire protection services through the development and delivery of specialized programs for fire service managers, trainers, and technicians. Mr. Fay directed delivery of management training courses in the Resident Programs Division, and he developed and delivered executive development training courses for chief officers of larger departments. He also established the National Fire Academy's microcomputer laboratory. Mr. Fay authored two college-level courses on the use of computer technology in the fire service and was responsible for the development and delivery of a national teleconference on management applications for fire service computers.
- ◆ Field Coordinator, International Association of Fire Chiefs Apprenticeship Program. The IAFC/IAFF Apprenticeship Program developed personnel resources through the establishment of performance standards and local programs of training. Mr. Fay traveled to fire departments nationally to help resolve obstacles to the implementation of enhanced firefighter, emergency medical technician (EMT), and paramedic training programs and contributed to the development and adoption of national standards for firefighters and EMTs.
- ◆ Director, Emergency Medical Services and Firefighter for the Amherst, MA Fire Department. Mr. Fay was responsible for EMS operations, supervision of EMS personnel, budget preparation, and public information programming. He also served as a line firefighter.

Education:

- ◆ BA, University of Massachusetts

CITYGATE ASSOCIATES, LLC**DAVID C. DEROOS, MPA, CMC**

Mr. DeRoos is the President of Citygate Associates, LLC and former Deputy Director of the California Redevelopment Association. He earned his undergraduate degree in political science / public service (Phi Beta Kappa) from the University of California, Davis, and he holds a master's degree in public administration from the University of Southern California. Mr. DeRoos has over five years of operational experience as a local government administrator in land use planning, budgeting, and personnel and 30 years of consulting experience performing operations and management reviews of local government functions. Prior to joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young.

Relevant Experience Includes:

- ◆ For all Citygate projects, Mr. DeRoos reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated, and that the project deliverables are in conformance to Citygate's quality standards.
- ◆ Currently serving in oversight capacity to assist with a comprehensive and neutral external review of the Woolsey Fire Incident on behalf of the Los Angeles County Office of Emergency Management.
- ◆ Currently serving in an oversight capacity for five organizational service level reviews for the Orange County Fire Authority, which includes deployment, dispatch, emergency medical services, fleet, and the executive team.
- ◆ Served in an oversight capacity for a performance and fiscal audit of the Department of Fire and Public Safety for the County of Maui.
- ◆ Served in an oversight capacity for a Standards of Coverage update for the San Diego Fire-Rescue Department.
- ◆ Served in an oversight capacity on a team that developed a new Strategic Plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9-0 vote.
- ◆ Served in an oversight capacity for a comprehensive Standards of Coverage and headquarters staffing adequacy review for the Santa Clara Fire Department.
- ◆ Served in an oversight capacity for a comprehensive community risk assessment, standards of coverage study, station location and deployment study for the City of Sunnyvale, CA.
- ◆ Served in an oversight capacity for a Standards of Coverage deployment analysis and fire Master Plan for the City of San Luis Obispo, CA.
- ◆ Served in an oversight capacity for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- ◆ Served in an oversight capacity for Citygate's regional fire services deployment study for the County of San Diego, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving the County's regional fire protection and emergency medical system.

- ◆ Served in an oversight capacity for a Standards of Coverage study that included a review of options for ambulance deployment based in the Fire Department for the City of Sacramento.
- ◆ Served in an oversight capacity for an update of the City of Pasadena's Standards of Coverage plan.
- ◆ Served in an oversight capacity for a project for the City of Oakland conducting a comprehensive multi-hazard, all-risk fire service deployment study to analyze the City's fire services emergency response systems, recommending adding traditional resources and alternative and adaptive deployment models.
- ◆ Served in an oversight capacity for a fire services deployment and departmental performance audit for the Santa Barbara County Fire Department.
- ◆ Served in an oversight capacity for a Standards of Coverage deployment analysis and geo-mapping software implementation for the Sacramento Metropolitan Fire District.
- ◆ Served in an oversight capacity to conduct a fire communications center and lifeguard dispatch review. This included performing a fire dispatch merger feasibility study for the San Diego Fire-Rescue Department with the Heartland Communications Facility Authority and North County Dispatch JPA, along with a parallel feasibility study of merging lifeguard dispatch with San Diego fire dispatch.
- ◆ Served in an oversight capacity to conduct a marine firefighting risk and response assets analysis for the Port of Corpus Christi, TX.
- ◆ Served in an oversight capacity for a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.
- ◆ Served in an oversight capacity to update a Standards of Coverage study, management staffing assessment, and strategic plan for the City of Carlsbad Fire Department.
- ◆ Served in an oversight capacity for a police dispatch shared services analysis for the cities of Brea, Buena Park, Fullerton, La Habra and Placentia.
- ◆ Served in an oversight capacity to conduct a comprehensive fiscal feasibility analysis and to facilitate the development of a governance and Joint Powers Authority (JPA) agreement for the formation of a 9-1-1 Emergency Communications JPA for the Monterey County public safety agencies.
- ◆ Served in an oversight capacity for a consolidation, merger or contract for services feasibility analysis for the City of Anaheim and its partners in the study. Citygate identified opportunities to expand and/or to strengthen the delivery of Fire, EMS, and other services of the City of Anaheim Fire Department, City of Fullerton Fire Department, and Orange City Fire Department.

- ◆ Served in an oversight capacity to develop a fire services consolidation implantation plan for the Placer County Department of Administrative Services on behalf of the County Executive Office.
- ◆ Served in an oversight capacity for a shared fire services analysis for the Fire Agencies on the Valley Floor of Yuba County.
- ◆ Served in an oversight capacity for the City of Rancho Cucamonga Police Services and JPA Feasibility Analysis.
- ◆ Served in an oversight capacity to develop and evaluate the results of a Fire Services RFP for the City of Hesperia Fire Department.
- ◆ Served in an oversight capacity to conduct a Yolo County Fire Protection Districts combined MSR/SOI study for the Yolo Local Agency Formation Commission.
- ◆ Currently Serving in an oversight capacity for an independent review of Stanford University's contract with the City of Palo Alto to provide fire protection services to the University. This project has spanned numerous phases.

Mr. DeRoos is a member of several professional and civic associations. He has taught for the UC Davis Extension College and for graduate classes in public administration, administrative theory, and labor relations for Golden Gate University and non-profit and association management for the University of Southern California. He speaks and trains frequently on the topic of Leadership, Character, and Values and has also been a speaker for the American Planning Association (APA), written for the California APA newsletter and the California Redevelopment Journal, and has been a speaker on redevelopment, base closures, and related issues across the US. Mr. DeRoos holds a certificate in public sector labor management relations from UC Davis and is a Certified Management Consultant (CMC).