



1 Civic Center Circle, Brea, CA 92821-5732

www.cityofbrea.net

Finance Committee

Tuesday, March 30, 2021

8:30 a.m.

Via Zoom Teleconference
Brea Civic & Cultural Center
1 Civic Center Circle, Brea, California

MEMBERS: Council Member Christine Marick and Council Member Marty Simonoff
ALTERNATE: Mayor Pro Tem Cecilia Hupp

This meeting is being conducted consistent with Governor Newsom's Executive Order N-29-20 dated March 17, 2020, regarding the COVID-19 pandemic. The Finance Committee meeting will be held on March 30, 2021 at 8:30 AM via Zoom and the public is welcome to participate. To provide comments by teleconference (Zoom), members of the public must contact City Staff at (714) 990-7676 or arlenem@cityofbrea.net no later than 12:00 PM on Monday, March 29, 2021 to obtain the Zoom Meeting ID number and password. Participants will be muted until recognized at the appropriate time by the Committee. Written comments may be sent to the Administrative Services Department at arlenem@cityofbrea.net no later than 12:00 PM on Monday, March 29, 2021. Any comments received via email will be summarized aloud into the record at the meeting.

The Finance Committee agenda packet can be viewed on the City of Brea website at: <https://www.ci.brea.ca.us/509/Meeting-Agendas-Minutes>. Hard copies of the agenda packet are available via USPS with proper notice by calling (714) 990-7676. Materials related to an item on this agenda submitted to the Finance Committee after distribution of the agenda packet are available for public inspection in the third floor lobby of the Civic & Cultural Center at 1 Civic Center Circle, Brea, CA 92821 during normal business hours. Such documents may also be available on the City's website subject to staff's ability to post documents before the meeting.

CALL TO ORDER / ROLL CALL

1. **Matters from the Audience**

CONSENT

2. **March 9, 2021 Finance Committee Regular Meeting Minutes - Approve.**

DISCUSSION

3. **Proposal with Citygate Associates, LLC to Conduct a Community Risk Assessment / Standards of Cover Study for the Brea Fire Department** - Approve the proposal from Citygate Associates, LLC to conduct a Community Risk Assessment (CRA) and Standards of Cover (SOC) for the Brea Fire Department and appropriate \$72,661 from General Fund (Fund 110) reserves as part of the third quarter City-wide budget adjustments.
4. **Schedule Next Meeting:** Tuesday, April 13, 2021

CC: Mayor Steven Vargas and Council Member Glenn Parker

Special Accommodations

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at (714) 990-7757. Notification 48 hours prior to the meeting will enable City staff to make reasonable arrangements to ensure accessibility. (28 CFR 35.102.35.104 ADA Title II)

City of Brea

FINANCE COMMITTEE COMMUNICATION

TO: Finance Committee Members
FROM: Bill Gallardo
DATE: 03/30/2021
SUBJECT: March 9, 2021 Finance Committee Regular Meeting Minutes

RECOMMENDATION

Approve.

RESPECTFULLY SUBMITTED

William Gallardo, City Manager
Prepared by: Alicia Brenner, Senior Fiscal Analyst
Concurrence: Cindy Russell, Administrative Services Director

Attachments

03-09-2021 Draft Minutes



DRAFT FINANCE COMMITTEE MINUTES

Tuesday, March 9, 2021

8:30 AM

Via Zoom Meeting

Brea Civic & Cultural Center, 1 Civic Center Circle, Brea, California

CALL TO ORDER / ROLL CALL

ATTENDEES: Council Member Christine Marick, Council Member Marty Simonoff, Chris Emeterio, Tony Olmos, Cindy Russell, Michael Ho, Faith Madrazo, Alicia Brenner and Ana Conrique

OTHER ATTENDEES: City Treasurer Denise Eby, James Fabian (Fieldman, Rolapp & Associates, Inc.)

1. **Matters from the Audience - None**

CONSENT

2. **February 23, 2021 Finance Committee Regular Meeting Minutes – Approve.**

DISCUSSION

3. **Cooperative Agreement 12-771 between the City Brea and State of California Department of Transportation (Caltrans) for the SR 57/Lambert Road Interchange Improvement Project (CIP 7251) – Landscape Phase – Recommended for City Council approval.**
4. **Authorization for the Issuance of the 2021 Lease Revenue Refunding Bonds to Refinance the Outstanding 2010 Lease Revenue Bonds (Solar and Energy Efficiency Projects) of the Brea Public Financing Authority – Recommended for City Council approval.**
5. **Amendment No. 1 to PSA with HF&H Consultants, LLC for Refuse Contract Negotiations and SB1383 Compliance Assistance – Recommended for City Council approval.**
6. **Schedule Next Meeting: Tuesday, March 30, 2021**

Meeting adjourned: 8:31 AM

cc: Mayor Steven Vargas
Mayor Pro Tem Cecilia Hupp
Council Member Glenn Parker

City of Brea

FINANCE COMMITTEE COMMUNICATION

TO: Finance Committee Members

FROM: Bill Gallardo

DATE: 03/30/2021

SUBJECT: Proposal with Citygate Associates, LLC to Conduct a Community Risk Assessment / Standards of Cover Study for the Brea Fire Department

RECOMMENDATION

Approve the proposal from Citygate Associates, LLC to conduct a Community Risk Assessment (CRA) and Standards of Cover (SOC) for the Brea Fire Department and appropriate \$72,661 from General Fund (Fund 110) reserves as part of the third quarter City-wide budget adjustments.

BACKGROUND/DISCUSSION

The City of Brea is committed to providing the most effective service to the community and upholding efficiency in the organization. Currently, the City is reviewing many aspects of the shared Command Staff between the Brea and Fullerton Fire Departments. As part of this review, Messina & Associates, Inc. was consulted to conduct a high-level assessment of the current service-delivery model. As a result of the firm's report, Messina & Associates, Inc. highly recommends that the City of Brea engage in a detailed review of the entirety of their fire operations as well as a community risk profile. This type of comprehensive review is contained in a Standards of Response Coverage (SOC) and a Community Risk Assessment (CRA). It is important to note that these two critical evaluations have never been done before in the history of the Brea Fire Department.

The modern fire service is more complex than ever before, as the nature of the all-risk service model places more expectations on agencies responsible for the delivery of these services. Because of this, it would be beneficial for the City of Brea to obtain SOC and CRA reports, as these assessments are designed to evaluate the needs of the community as well as provide important information to be utilized in developing effective plans for the deployment of emergency services. Should a change be desired, these two studies offer the potential in assisting the City in developing a plan to structure the department in a more effective way.

These two studies are proposed to be conducted by Citygate Associates, LLC (Citygate). Citygate has served the City on several prior engagements, most recently in 2016, by completing a feasibility analysis for providing multi-city fire and ambulance transportation services under Joint Powers Authority jurisdiction to the cities of Brea and Fullerton.

Citygate has an extensive background in fire and emergency services consulting, specifically in fire department deployment, risk assessment, staffing, and strategic/master planning. Over

the last 19 years, their staff has performed over 400 fire service studies; in California alone, this has covered over 19 million residents, or nearly 48 percent of the state's population. Citygate has extensive experience conducting SOC and CRA reports for other cities, including the nearby cities of Orange, Costa Mesa, and Huntington Beach. They have also executed fire studies for large jurisdictions, including the counties of Los Angeles and San Diego and the cities of San Bernardino, Sacramento, and San Jose, just to name a few.

Citygate is expected to deliver the City with concrete information designed to identify the risk factors within the City. They will also provide concepts on how to effectively deploy resources in a sustainable manner within the fiscal boundaries and community expectations. This review will also include an evaluation of the administrative workload which will assist in identifying the actual effectiveness and capacity of the administrative staff.

Completion of these assessments is key to understanding the needs of the community, as well as the current operations of the Brea Fire Department. These studies assist leaders by providing the most relevant data and information possible, which could further allow for the development of realistic, effective, and attainable master and strategic plans. Once completed, the SOC and CRA will be informative tools used to guide future decisions about the Brea Fire Department by relying on the concrete, relevant data and analysis provided to the City.

SUMMARY/FISCAL IMPACT

The cost for the studies is listed as a "not-to-exceed" amount totaling \$66,056. Given the complexity of this study, it is recommended that City Council authorize an additional 10% (\$6,605) as a contingency for any additional work or meetings that may be necessary with Citygate. This brings the potential total of the contract to \$72,661, only if any additional work is deemed necessary to complete the report. A budget adjustment will be required and included in the third quarter City-wide budget adjustments.

RESPECTFULLY SUBMITTED

William Gallardo, City Manager

Prepared by: Melissa Davis, Management Analyst

Concurrence: Adam Loeser, Fire Chief

Attachments

Proposal from Citygate Associates, LLC.



PROPOSAL TO CONDUCT A COMMUNITY RISK ASSESSMENT / STANDARDS OF COVER STUDY

CITY OF BREA, CA

MARCH 11, 2021



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March 11, 2021

Bill Gallardo, City Manager
City of Brea
1 Civic Center Circle
Brea, CA 92821
billga@ci.brea.ca.us

RE: PROPOSAL TO CONDUCT A COMMUNITY RISK ASSESSMENT AND STANDARDS OF COVER STUDY FOR THE CITY OF BREA

Dear Mr. Gallardo:

Citygate Associates, LLC (Citygate) is pleased to present our proposal to conduct a community risk assessment and Standards of Cover study (CRA/SOC) for the City of Brea (City). Citygate has served the City on several prior engagements, most recently in 2016 by completing a feasibility analysis for providing multi-City fire and ambulance transportation services under Joint Powers Authority jurisdiction to the Cities of Brea and Fullerton. We look forward to the opportunity to once again serve your City. This introductory letter explains why Citygate is the most experienced risk assessment, fire deployment, and staffing consultancy in the western United States.

Citygate is a cause-driven, character-based company dedicated to “The Business of Better Government.” Established in 1990 as a sole proprietorship and now a Limited Liability Corporation, our headquarters office is located in Folsom, California. General information about our company and services, a list of our current and prior clients, and examples of our reports can be found on our website at www.citygateassociates.com.

Our qualifications to perform your CRA/SOC are exceptional. We have an extensive background in fire and emergency services consulting, specifically in fire department deployment, risk assessment, staffing, and strategic/master planning. Over the last 19 years, Chief Stewart Gary and his team of subject matter specialists have performed well over 400 fire service studies, which in California alone have covered over 19 million residents, or nearly 48 percent of the state’s population.

In Chief Gary’s tenure, Citygate has also executed many of the largest fire service studies we know of, including for the counties of Los Angeles, San Diego, and Alameda; the cities of Los Angeles (currently), San Diego, Oakland, Sacramento, Stockton, San Bernardino, and San Jose; the

Ventura County Fire Protection District; the Sacramento Metropolitan Fire District; and the Ports of Long Beach and Los Angeles. After a competitive procurement, we were also selected as the sole consulting firm to provide consulting services to the Orange County Fire Authority for Service Level Reviews (audits) in each of its lines of business, including a Standards of Coverage study (completed last year) and a Community Risk Reduction Department study (currently underway).

CITYGATE ASSOCIATES' KEY STRENGTHS

As a County of San Diego former CAO stated: *"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."* (Watch the video clip at this link: www.citygateassociates.com/sdcountyvideo.)

These are not isolated comments by one client; rather, they are a common theme. Time after time our clients say at the end of public presentations, "This was the best report/study on fire services we have ever received, and now we finally understand the issues and choices."

The City is not only hiring a consulting firm but also a carefully selected team of professional individuals who have the qualifications and diversity of experience matching the City's unique needs for *all* of the elements of this study. Our team members are the practice specialists in their fields.

Citygate's Public Safety Principal, Stewart Gary, was the lead author on the second through fourth editions on the manual for the Standards of Coverage systems approach to deployment for the Commission on Fire Accreditation International. For 15 years, Citygate has partnered exclusively with Animated Data, Inc., producer of the StatsFD™ statistical analysis tool. Chief Samuel Mazza has been a leader and instructor in risk assessment methods both for Citygate and the National Fire Academy, in addition to leading multiple deployment, staffing, and strategic/master planning projects for Citygate.

Citygate remains on the leading edge of analysis tools and is the SOC thought process leader. We are the first consultancy in the nation to utilize traffic congestion data to model fire apparatus travel time impacts in rush hour traffic. This is the same data used on internet mapping applications to display traffic congestion by different colored road segments (green, orange, or red).

Why is this experience critical? The City is hiring external assistance that knows how to uncover tough issues and how to work them to successful closure. We know the approaches needed and, as importantly, how to effectively communicate the results to *all* project stakeholders.

Citygate is also an independent company, not co-owned or under the control of any professional or standards-setting organization in fire services or government management. We believe this makes Citygate increasingly unique and, as such, allows us to provide the most neutral, best practices advice available to fit your local needs.

March 11, 2021

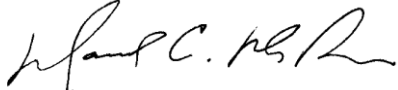
Mr. Gallardo

Page 3

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As President of Citygate, I am authorized to execute a binding contract on behalf of Citygate Associates, LLC. Please direct any correspondence or questions to me at our Folsom, California, headquarters office address above; by telephone at (916) 458-5100, extension 101; by fax at (916) 983-2090; or by email at dderoos@citygateassociates.com.

Sincerely,



David C. DeRoos, MPA, CMC
President

cc: Fire Chief Adam Loeser
Stewart Gary
Samuel Mazza

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Cover Letter	Precedes Table of Contents
Section 1—Project Approach and Work Plan	1
1.1 Project Understanding and Approach	1
1.2 Key Study Features.....	1
1.3 Proposed Project Work Plan.....	2
1.3.1 Project Methodology	2
1.3.2 Detailed Project Work Plan.....	4
1.4 Final Report Elements	9
1.5 Proposed Project Schedule	9
Section 2—Project Team.....	11
2.1 Citygate Project Team	11
2.2 Sub-Consultants.....	13
2.3 Project Team Organization Chart	14
Section 3—Firm Qualifications and References	15
3.1 Firm Profile	15
3.2 Distinguishing Services	15
3.3 Similar Project Experience and References	18
3.4 Citygate Client Summary	23
Section 4—Project Cost.....	29
4.1 Project Fees	29
4.2 Standard Hourly Billing Rates.....	30
4.3 Billing Schedule	30
 <u>Appendices</u>	
Appendix A	Code of Ethics
 Appendix B	
	Project Team Resumes
Stewart Gary, MPA	1
Samuel Mazza, CFC, CFO, EFO	5
George Esbensen.....	9
David DeRoos, MPA, CMC.....	12

SECTION 1—PROJECT APPROACH AND WORK PLAN

1.1 PROJECT UNDERSTANDING AND APPROACH

Citygate Associates, LLC (Citygate) understands that the City of Brea (City) desires a community risk assessment and Standards of Cover study (CRA/SOC) to assist the City and Fire Department (Department) in providing a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency response.

Citygate's study will be performed in accordance with the methodology outlined in *Standards of Response Coverage* (fifth and sixth editions) as published by the Commission on Fire Accreditation International (CFAI). Our study will also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), the CFAI, the California Occupational Safety and Health Administration (Cal/OSHA), relevant federal and state laws and regulations, and other recognized industry best practices.

In addition to our customary techniques of reviewing agency data and documentation and conducting stakeholder listening interviews, Citygate utilizes StatsFD™ to analyze service demand and incident performance, with results plotted on graphs and charts, as well as superimposed over Google Earth images using 3D tools. We also utilize Esri ArcGIS mapping software to analyze the Department's ability to deliver an initial first-due unit and a multiple-unit Effective Response Force to all sections of the City in sufficient time to facilitate desired outcomes.

In addition to the CRA/SOC, Citygate understands the City desires a review and evaluation of the Department's administration and support staffing relative to its ability to adequately support its mission and community expectations.

1.2 KEY STUDY FEATURES

Citygate's proposal addresses all the City's requested scope elements. Key features of our proposed study include:

- ◆ The single most experienced fire services consultancy in the western U.S., especially in the greater Southern California region; no other firm has such a broad and deep working understanding of the local fact-patterns.
- ◆ Deep understanding of fire services deployment and staffing work in the context of limited growth and related fiscal resources.
- ◆ Advanced response performance analytics to model fire apparatus travel time over the City's topography and road network.

- ◆ Deployment analyses fully compliant with the NFPA, the ISO, the CFAI, state and federal mandates/regulation, and Citygate's broad experience with hundreds of departments in California and across the country.
- ◆ Close continual coordination with Department and City staff to ensure this study meets the needs of the Department and City.
- ◆ Interviews with other City staff, as needed, to understand projected growth and impacts.
- ◆ Monthly written status updates to ensure the project is completed on time and on budget.
- ◆ In-depth, independent findings and recommendations based on data and facts, with likely timing. Citygate's team strength means we can develop specific recommendations tailored to the local situation *that are implementable*.
- ◆ Presentation of the Final Report to staff, elected officials, and the general public as desired. 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 communications with rigorous analytic methods to build a business case that elected officials and agency employees can both understand.

1.3 PROPOSED PROJECT WORK PLAN

Citygate's detailed Work Plan to conduct the requested scope of work is presented in this section. We will review the proposed Work Plan and schedule with City and Department leadership prior to initiating any work, and subject to any mutually agreed changes, we will finalize the Work Plan and the accompanying project schedule.

The core methodology used by Citygate in the scope of its deployment analysis work will be that of the Standards of Coverage 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 the needs of the communities served.

1.3.1 Project Methodology

Citygate will incorporate all eight elements of the CFAI Standards of Coverage process for the CRA/SOC element of this study as follows:

1. Existing Deployment – Citygate's Project Team will understand and describe the history, formation, authority, and general description of the Department and distinct communities it serves; the services provided; and its existing deployment model and performance measures.

2. Community Outcome Expectations – We will review the City’s current expectations for fire, EMS, and special hazard responses and will quantify outcome expectations resulting from our stakeholder interviews, as well as common expectations in urban communities.
3. Community Risk Assessment – Citygate will conduct a comprehensive community risk assessment to include a description of the values at risk to be protected, the hazards likely to impact the communities served as they relate to services provided by the Department, the probability of occurrence and likely impact severity by hazard type, and an overall assessment of risk by hazard and planning zone.
4. Critical Task Study – We will review the essential tasks that must be performed, and the number of personnel required, to deliver a stated outcome for an Effective Response Force (ERF).
5. Distribution Study – Using Esri’s ArcGIS software mapping tool, Citygate will evaluate 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.
6. Concentration Study – We will also utilize Esri’s ArcGIS software mapping tool to evaluate the spacing of existing fire stations to provide an appropriate and timely ERF for larger or more complex emergencies.
7. Reliability and Historical Response Effectiveness Studies – Using recent response data and our StatsFD™ software tool, Citygate will evaluate historical system performance and the percentage of conformance to established response performance goals that the Department’s current deployment system delivers.
8. Overall Deployment Evaluation – Citygate’s Project Team will provide an overall evaluation of the Department’s existing deployment relative to conformance with current performance metrics and recommended best practices for the service area’s values at risk, including what is working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations. Recommendations will consider the cost and the City’s ability to implement them. We will also provide updated recommended response performance goals as needed.

We strongly encourage the Department to create an internal project team that will be a representative cross-section of key managers, line personnel, Department data analysts, and labor leadership to not only assist in growing Citygate’s understanding of the Department but also to be coached by Citygate in learning state-of-the-art deployment and risk assessment methods and tools.

1.3.2 Detailed Project Work Plan

The following is our detailed project Work Plan comprised of four tasks incorporating all the scope of work elements discussed.

Task 1: Initiate and Manage the Study

Subtasks:

1.1 Obtain and Review Relevant Background Data and Information

At the start of the project, we will develop and submit a list of requested background data and information relevant to this study, including the City General Plan, growth forecasts, any appropriate prior studies, dispatch data, fleet inventory, facility information, staffing, and other relevant information. Once we receive the requested documentation, we will review it prior to the start-up meeting and stakeholder listening. Citygate will additionally request City and other available GIS data layers, hazard and risk-related information, travel time performance measure(s), and historical calls-for-service data from City and County data systems.

1.2 Meet with Fire Department Representatives to Initiate Project

In collaboration with Department leadership, Citygate will review and finalize a detailed Work Plan, project schedule, schedule of activities, project deliverables, roles and responsibilities, and project benchmarks.

1.3 Stakeholder Listening

We will collaborate with Department leadership to conduct stakeholder listening interviews to understand study-related issues and concerns from various stakeholder perspectives, including:

- ◆ Elected or appointed officials
- ◆ Department leadership and other key staff, including from other City departments
- ◆ Employee labor group leadership
- ◆ External stakeholders
- ◆ Other project stakeholders as requested or appropriate.

1.4 Ongoing Project Management

Throughout the entire project duration, we will monitor engagement progress and completion of tasks, including providing monthly written status reports and verbal communications, as needed, to the Department's project representative.

Meetings and Deliverables

There will be one videoconference project start-up meeting to initiate the study and establish relationships. Additional videoconferences will be used to conduct the stakeholder listening interviews.

Citygate will deliver the final project Work Plan, schedule, and data/document request questionnaire. Input from stakeholder interviews will be incorporated into the Draft and Final Reports in Task 4.

Task 2: Community Risk Assessment / Standards of Cover Analysis

Subtasks:

2.1 Identify and Describe the Community Served and Existing Deployment Model

Citygate will identify and describe the following:

- ◆ The formation, history, authority, and services provided by the Department.
- ◆ The community served by the Department, including area, population, demographics, and distinguishing community features.
- ◆ The Department's current deployment model, in detail, to include daily staffing, resource deployment, and response plan.
- ◆ Current response performance goals or policies as applicable.

2.2 Identify and Describe Outcome Expectations

We will understand and describe existing outcome expectations, if any, and how they were determined. We will also identify and describe the time constraints associated with saving critical EMS patients and rescuing trapped occupants from building fires, as well as common outcome expectations in urban communities based on our experience.

2.3 Community Risk Assessment

Citygate will quantitatively evaluate the risks associated with the fire and non-fire hazards likely to impact the City, as well as an aggregate assessment of risk, to include:

- ◆ Establishing geographic planning sub-zones (risk zones) in collaboration with Department leadership.
- ◆ Identifying and quantifying the values at risk to various hazards within the City.
- ◆ Identifying the fire and non-fire hazards likely to impact the City.
- ◆ Determining the probability of a future occurrence for each identified hazard.
- ◆ Determining the probable impact severity from a hazard occurrence considering multiple relevant impact severity factors for each hazard by planning zone using agency/jurisdiction-specific data and information.
- ◆ Quantifying overall risk for each hazard by planning zone based on probability of occurrence in combination with probable impact severity.

2.4 Critical Task Analysis

We will assist the Department in identifying the critical tasks and number of personnel required to achieve desired outcomes for typical emergency incident types. As an alternative, Citygate can provide a list of the critical tasks and the number of personnel required to safely perform those tasks to deliver a stated outcome for building fire and critical EMS incidents from other client agencies similar to the City of Brea Fire Department.

2.5 Distribution Analysis

Citygate will utilize Esri's ArcGIS software mapping tool to evaluate the effectiveness of existing station locations relative to existing deployment system performance. If needed or desired, we can test proposed service measures for alternate station location(s).

2.6 Concentration Analysis

We will also utilize Esri's ArcGIS software mapping tool to conduct a comprehensive analysis of the Department's capability to assemble a multiple-unit ERF to resolve more serious or complex situations in a timely manner to deliver desired outcomes.

2.7 Historical Reliability and Effectiveness Analysis

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

- ◆ Current workload of each company, including unit-hour utilization.
- ◆ Actual or estimated failure rates of individual companies.
- ◆ Concurrent service demand and operational impacts.
- ◆ Historical response performance components.

- ◆ Mutual and automatic aid provided and received.

2.8 Overall Deployment Evaluation

We will provide an overall deployment analysis summary with recommended performance objectives by risk type, including measures and compliance methodologies that best align with recognized industry best practices, community expectations, and current and prospective future Department resources. We will identify:

- ◆ Areas that are underserved, inefficient, or over-covered.
- ◆ Viable service delivery alternatives that consider the geographic and financial resource limitations of the City and Department, if any.
- ◆ Current deployment, areas for improvement, and how the Department measures in comparison to industry best practices.

Meetings and Deliverables

No meetings are anticipated for this task. Findings and recommendations from this task will be incorporated into the preliminary findings briefing and Draft and Final Reports in Task 4.

Task 3: Administrative Support Staffing Assessment

Subtasks:

3.1 Administrative Support Organization Configuration and Staffing

In this subtask, Citygate will identify and describe the Department's current administrative support structure and staffing, including configuration and lines of authority.

3.2 Prospective Future Administrative Support Staffing Needs

We will also evaluate and recommend an administrative organization appropriate to support an independent City Fire Department, including operational response and support programs.

Meetings and Deliverables

No meetings are anticipated for this task. Findings and recommendations from this task will be incorporated into the preliminary findings briefing and Draft and Final Reports in Task 4.

Task 4: Draft and Final Report

Subtasks:

4.1 Prepare and Conduct a Preliminary Findings Briefing

Upon completion of Tasks 2 and 3, Citygate will prepare and conduct a briefing of our CRA/SOC and administrative support staffing assessment summarizing our research, findings, and emerging recommendations for the Department's Project Team and City Council members as desired. During this briefing, we will discuss any anomalies in the data and resolve any remaining issues. Pursuant to input received from the Department's Project Team, we will make data-driven changes as needed and any refinements will be incorporated into our Draft Report.

4.2 Prepare Comprehensive Draft Report with Exhibits

The entire Citygate Project Team will prepare a comprehensive written Draft Report, to include appropriate statistical and geographic mapping exhibits. Upon completion, an electronic Microsoft Word version will be transmitted to the Department's project representative for comments using the "track changes" and "insert comments" tools in Word.

4.3 Review Draft Report with Department's Project Team

Our normal practice is to review Draft Reports with management personnel to ensure that the factual basis for our recommendations is correct and to allow time for a thorough review. In addition, we take 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.

We will schedule and conduct a videoconference review of the Draft Report with the Department's Project Team, answer any questions, and agree on the elements for the Final Report.

4.4 Prepare and Deliver 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 our review was conducted, what issues were identified, why our recommendations were made, and how implementation should be accomplished.

Based on results of the review process in Task 4.3, we will prepare and submit an Executive Summary and comprehensive Final Report, to include appropriate statistical and mapping exhibits. Final document delivery will include one PDF version of each final document.

4.5 Final Report Presentation

Citygate will prepare and present key elements of the Final Report to City/Department staff, elected officials, and interested public by videoconference.

Meetings and Deliverables

There will be three meetings for this task as follows:

- ◆ One videoconference meeting to present our preliminary findings and emerging recommendations to the Department's Project Team and City Council members.
- ◆ One videoconference meeting to review the Draft Report with the Department's Project Team.
- ◆ One videoconference meeting to present a summary of the Final Report to an audience as identified by the Department's project representative.

Deliverables for this task include a preliminary findings briefing; Draft and Final written report, including statistical and mapping exhibits; Draft Report review; and summary Final Report presentation.

1.4 FINAL REPORT ELEMENTS

Citygate's Final CRA/SOC Report will address each area in the scope of work, including:

- ◆ An Executive Summary describing the nature of the report, the methods of analysis, primary findings, and critical recommendations.
- ◆ Detailed narrative analysis of each report structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both City staff and civilians.
- ◆ Clearly designated recommendations highlighted for easy reference and catalogued as necessary in the report.

1.5 PROPOSED PROJECT SCHEDULE

Citygate is prepared to initiate this study upon execution of a contract for services. Based on our experience with similar studies, we expect this study to take approximately five months to complete, as shown in the following schedule, which highlights project deliverables and milestones.

Proposed Project Schedule

Task	Month 1				Month 2				Month 3				Month 4				Month 5			
1: Initiate and Manage Study		●		●																
2: CRA/SOC Analysis																				
3: Administrative Support Staffing Review																				
4: Draft and Final Report													●		●	●		●		●

● Issue Document Request ● Start-Up Meeting / Stakeholder Listening ● Preliminary Findings Briefing ● Submit Draft Report
 ● Draft Report Review ● Submit Final Report ● Final Report Presentation

SECTION 2—PROJECT TEAM

2.1 CITYGATE PROJECT TEAM

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 outcome of the project. We have carefully assembled the team members to provide the knowledge, depth, judgment, and sensitivity required to perform this study. Please note that the role of each team member is described in *italics* at the end of that member's biographical paragraph. Resumes for each consultant are presented in **Appendix B**. Primary members of our Project Team include the following experienced consultants:

Chief Stewart Gary, MPA, Public Safety Principal



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 14 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 19 years, he has performed over 400 organizational and deployment studies on departments as varied in size as Minneapolis, Minnesota; San Diego, California; San Diego County; the Sacramento Metropolitan Fire District; and Los Angeles County. He directed every fire services project described in this proposal, including Citygate's previous consolidation feasibility study for the Cities of Brea and Fullerton. Chief Gary has led Citygate's Public Safety Services practice for over 19 years.

Chief Gary will provide project oversight and technical assistance as needed, review all written work products, and participate in the project start-up meeting, preliminary findings briefing, and Final Report presentation.

Chief Samuel Mazza, CFC, CFO, EFO, Senior Fire Services Specialist and Project Manager



Chief Mazza is a Senior Fire and Emergency 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 appointment as the Incident Commander of a Statewide Type-1 Incident Management Team. Chief Mazza is also a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor. Chief Mazza has led numerous deployment, risk assessment, and staffing studies for Citygate over the past 10 years.

Chief Mazza will manage this engagement and lead/conduct all technical work, preparation of all written work products, and presentations.

Chief George Esbensen, Fire Services Specialist



Chief Esbensen began his career as a volunteer firefighter in 1986 with the Eden Prairie Fire Department in Eden Prairie, Minnesota. He has held the positions of firefighter, Squad Lieutenant, and Assistant Chief of Operations, being named the City's first full-time Fire Chief / Director of Emergency Preparedness in September 2002, the position he retired from in 2018. Chief Esbensen holds a bachelor's degree in Organizational Leadership, as well as associate degrees in Fire Science and Emergency Management. Before his retirement from the fire service, Chief Esbensen served as Incident Commander on the Minnesota Type III All Hazard Incident Management Team and led deployments to Hurricanes Sandy and Irma, as well as numerous regional and local flood and tornado disasters. He is also a certified Emergency Manager in the State of Minnesota. Chief Esbensen has held numerous local, state, and regional leadership roles in the fire service. In addition to his work with Citygate, Chief Esbensen is also president of a nonprofit organization, Minnesota Firefighter Initiative, which advocates for firefighter well-being around the topics of cardiac health, emotional trauma, and cancer. In addition to his fire service experience, Chief Esbensen has had a successful career in the private sector as an entrepreneur involved in successful initial public offerings and expanding the sales and profitability of other organizations.

Chief Esbensen will assist with all elements of the technical analysis and preparation of work products.

David DeRoos, MPA, CMC, Citygate President



Mr. DeRoos has 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, Davis, and he 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 that the project is conducted smoothly and efficiently within the schedule and budget allocated and that project deliverables meet the highest quality standards.

2.2 SUB-CONSULTANTS

Michael Fay (Animated Data), Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 15 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 perform detailed statistical analysis of prior incident data, particularly response times, from fire dispatch CAD and fire NFIRS/EMS incident report systems.

BERK Consulting, Inc., Geo-Mapping Specialist



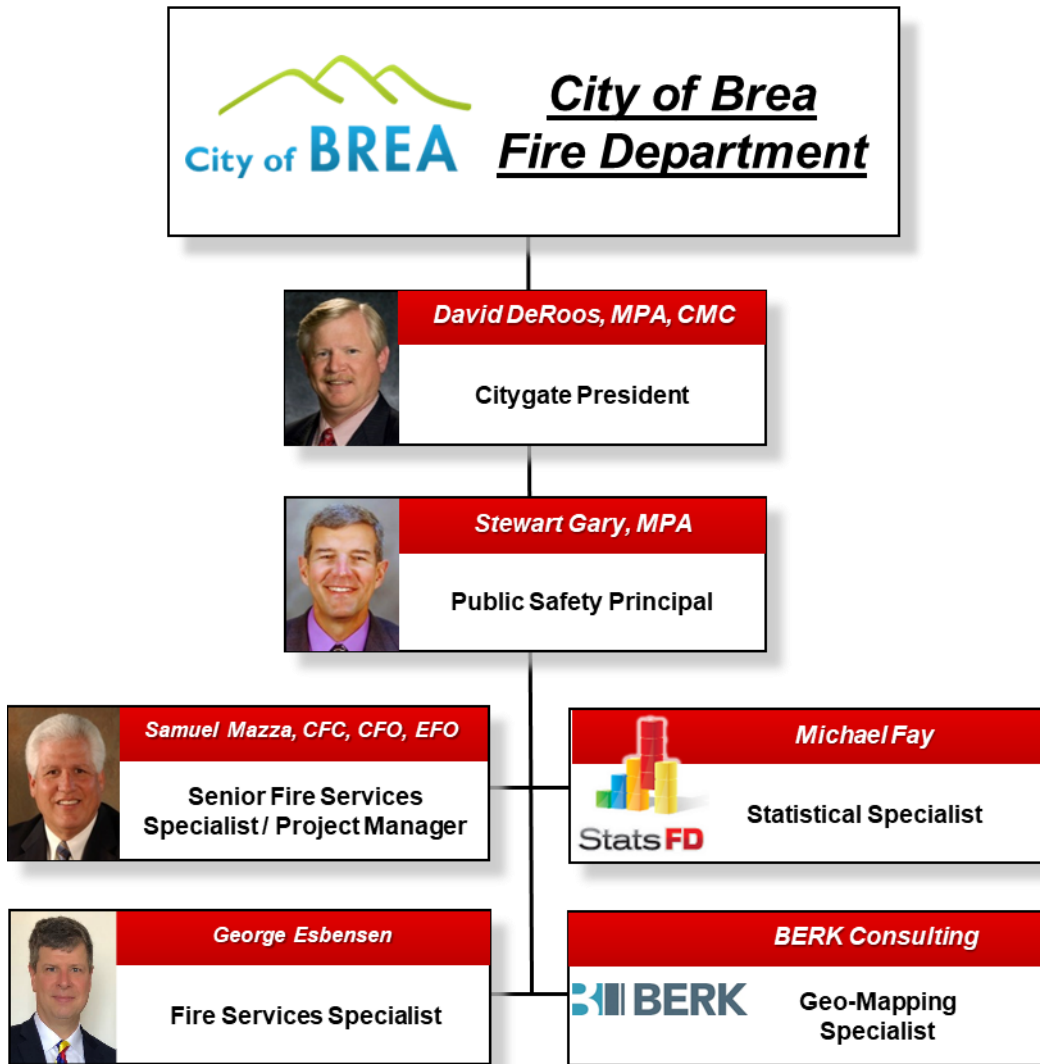
BERK Consulting, Inc. is a Seattle-based Citygate partner also passionate about helping public agencies address complex challenges and position themselves for success. BERK provides advanced data analytics and Geographic Information Systems (GIS) mapping support for Citygate.

BERK Consulting will conduct the geo-mapping analysis for the fire station / crew deployment element of the study as desired by the City.

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 always adheres to the Code of Ethics provided in **Appendix A**.

Project Team Organization Chart



SECTION 3—FIRM QUALIFICATIONS AND REFERENCES

3.1 FIRM PROFILE



Citygate was established on January 1, 1990. Our Public Safety practice conducts deployment and station location analyses, master and strategic plans, risk assessment studies, consolidation feasibility analyses, organizational studies, performance audits, staffing studies, and GIS for local government agencies throughout the United States.

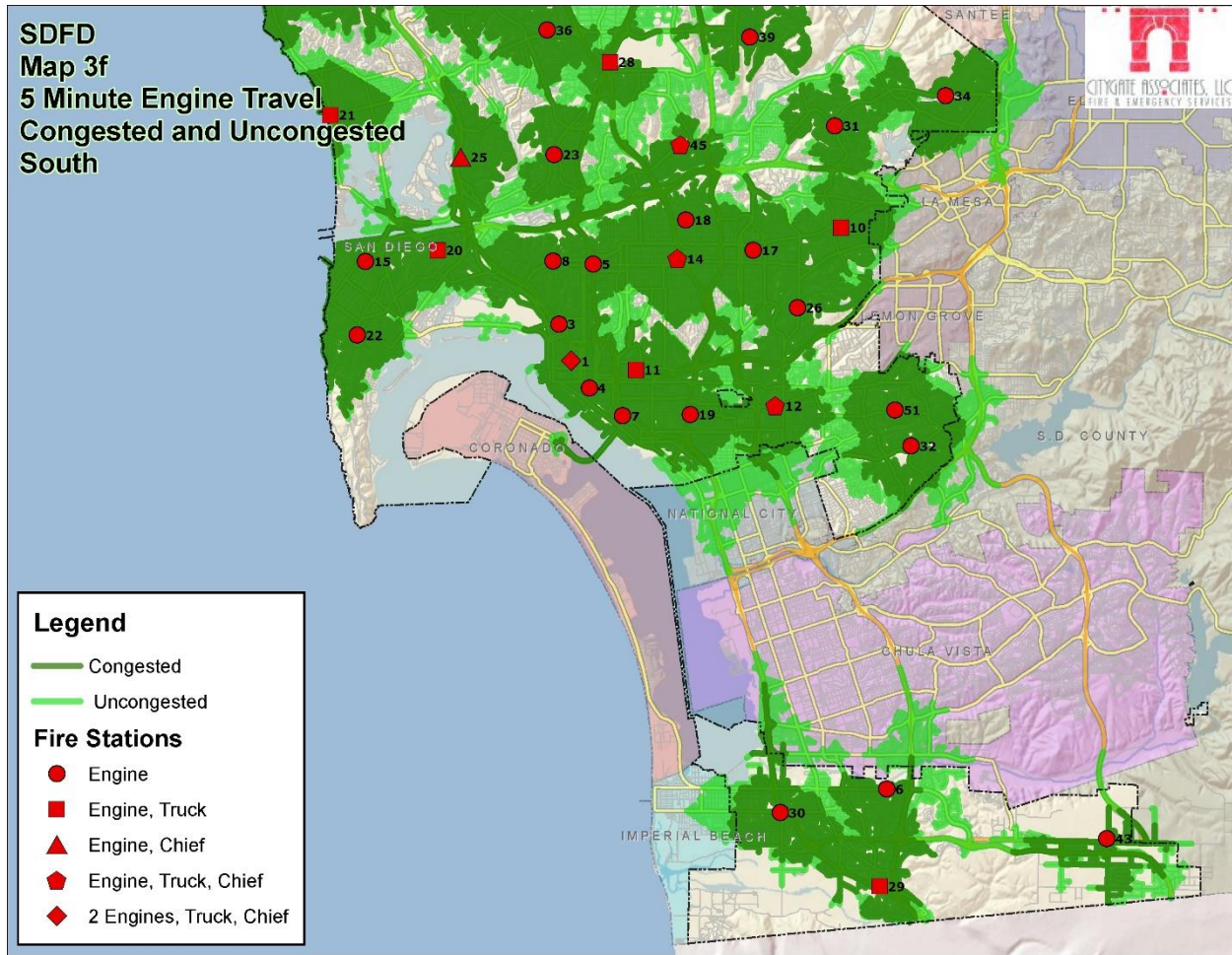
Citygate also provides services in general management consulting, community development, strategic planning, financial analysis, organizational development, animal care and control, leadership development, and character-based human capital solutions.

Citygate predominantly hires consultants who have greater than 25 years of executive public sector experience, hold a master- or doctoral-level degree, and are regarded as leaders in their respective fields. The firm currently employs more than 30 full- and part-time consultants with expertise across the full array of local government functions, particularly fire and emergency services. This is what sets the Citygate team apart. As current and recent practicing professionals in fire services and public administration, the City is, in effect, getting the experience 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.

3.2 DISTINGUISHING SERVICES

Citygate's reports are distinguished as the most in-depth, easy-to-use operational tools in the marketplace. Citygate remains on the leading edge of analytic tools as the SOC thought-process leader and is the first consultancy in the nation to utilize traffic congestion data from which to model fire apparatus travel times impacted by rush hour. This is the same data used to display traffic congestion on mobile devices by coloring road networks green, orange, and red. We have successfully used this tool in the Cities of San Diego, San Jose, Sacramento, Santa Clara, and Sunnyvale, among others.

Sample – Congested vs. Non-Congested Travel in San Diego South



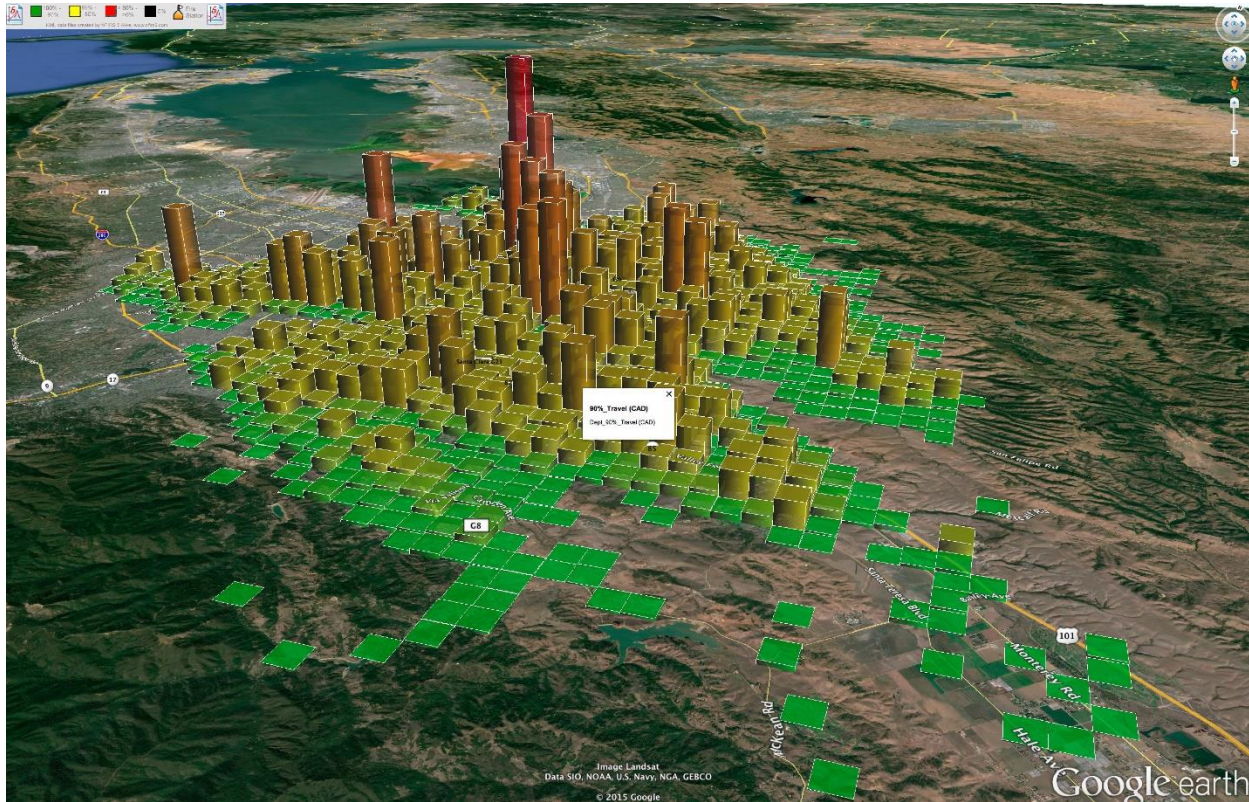
If units are over utilized, they are increasingly subject to reduced response availability. Citygate always provides detailed information regarding the utilization of each unit by the hour of the day, as shown in the following sample table.

Sample – City of Orange Unit-Hour Utilization

Hour	R5	R3	R4	E1	E5	E3	E4	E6	E2	T1	T8	E7
00:00	18.37%	11.51%	13.90%	7.81%	10.26%	11.19%	6.81%	4.72%	5.31%	1.97%	2.08%	4.82%
01:00	12.25%	12.47%	10.32%	5.28%	5.66%	6.24%	5.11%	4.21%	5.19%	1.72%	1.14%	1.61%
02:00	12.77%	10.43%	9.50%	4.73%	4.03%	5.13%	5.28%	5.22%	4.63%	2.72%	1.48%	1.56%
03:00	8.72%	6.50%	9.33%	3.89%	2.54%	3.85%	4.34%	2.89%	3.40%	1.04%	1.28%	0.90%
04:00	10.60%	7.30%	6.28%	4.03%	3.50%	4.20%	4.54%	3.65%	2.84%	1.34%	0.57%	1.26%
05:00	11.44%	9.55%	10.53%	5.89%	4.71%	5.11%	5.17%	4.21%	3.46%	2.08%	0.94%	1.09%
06:00	11.25%	10.21%	13.31%	6.25%	5.48%	6.18%	6.62%	1.84%	4.42%	2.50%	0.88%	1.22%
07:00	20.73%	12.66%	18.96%	7.29%	9.26%	6.40%	9.36%	7.29%	7.93%	5.63%	1.79%	3.44%
08:00	22.55%	24.98%	19.41%	9.18%	8.83%	8.07%	8.51%	8.01%	12.11%	4.18%	4.49%	3.97%
09:00	30.18%	26.65%	26.12%	12.59%	13.63%	13.12%	13.02%	8.55%	9.44%	6.12%	4.66%	3.27%
10:00	31.00%	28.00%	27.15%	16.15%	13.93%	10.53%	11.81%	10.53%	11.21%	5.25%	4.95%	4.03%
11:00	32.20%	25.13%	29.45%	14.07%	15.07%	12.26%	10.96%	9.83%	9.30%	4.47%	5.62%	11.44%
12:00	31.61%	30.99%	26.08%	15.21%	13.51%	13.85%	14.42%	8.20%	12.45%	5.33%	6.67%	5.52%
13:00	32.26%	23.78%	29.57%	16.28%	15.41%	10.91%	13.31%	11.26%	7.09%	3.74%	4.56%	5.13%
14:00	30.58%	28.49%	27.12%	15.47%	14.38%	12.62%	11.70%	13.30%	11.64%	4.17%	5.36%	5.69%
15:00	31.02%	25.84%	29.58%	13.44%	10.77%	14.28%	13.77%	11.88%	9.16%	7.58%	6.20%	5.21%
16:00	30.05%	22.41%	28.23%	15.58%	11.88%	13.38%	13.26%	11.74%	12.92%	3.65%	4.16%	5.52%
17:00	32.51%	27.15%	23.99%	15.29%	14.60%	13.00%	12.38%	12.16%	10.30%	4.33%	4.08%	4.20%
18:00	27.64%	21.69%	25.77%	14.17%	16.00%	11.40%	13.91%	9.22%	8.40%	6.50%	3.96%	4.57%
19:00	26.54%	22.25%	24.78%	12.75%	10.48%	11.45%	12.05%	11.51%	9.44%	5.26%	3.08%	3.11%
20:00	25.70%	26.02%	21.91%	13.39%	10.52%	13.17%	11.70%	9.22%	12.29%	6.54%	4.31%	3.31%
21:00	23.68%	16.74%	23.74%	9.92%	10.33%	7.31%	11.36%	12.14%	9.10%	4.29%	3.66%	1.64%
22:00	22.07%	15.22%	13.37%	9.83%	9.25%	6.22%	9.05%	7.47%	6.08%	4.16%	3.29%	2.40%
23:00	18.24%	10.56%	15.48%	7.90%	4.70%	5.77%	7.38%	6.12%	5.06%	2.21%	1.53%	2.29%
Overall	23.08%	19.02%	20.16%	10.68%	9.95%	9.40%	9.83%	8.13%	8.05%	4.03%	3.36%	3.63%
Responses	3,790	3,115	2,736	2,166	2,117	1,945	1,732	1,699	1,677	1,218	750	606

Local policy choices regarding effective public safety are often difficult. When the City partners with Citygate, City officials and residents will clearly see and understand the deployment information from which you must set policy.

Sample – San Jose Fire Department Response Time by Volume



3.3 SIMILAR PROJECT EXPERIENCE AND REFERENCES

The following are examples of Citygate’s experience in providing community risk assessment, Standards of Coverage, headquarters services, and fire department fiscal analyses for public agencies and demonstrates Citygate’s stellar background experience to perform these services. Citygate has also provided reference information for a number of these projects. Citygate strongly encourages the Department to contact these references to see why agencies continue to call on Citygate for their fire and emergency services consulting needs.

Orange County Fire Authority, CA – *Service Level Assessment of Field Deployment Services*

As part of a Master Services Agreement with the Orange County Fire Authority (OCFA), wherein Citygate was retained to provide seven as-needed organizational service level assessments of operations for OCFA’s major cost centers, Citygate performed a service level assessment of OCFA Field Deployment services. This assessment utilized the Standards of Coverage methodology to assess the response system metrics, review OCFA response measures and tools to local need and best practices, and provide advice on internal tools and personnel skill sets to conduct operational performance reviews to best practices internally. The other six assessments part of the Master Services Agreement were for the Emergency Command Center, the Executive Leadership Team

City of Brea, CA

Proposal to Conduct a Community Risk Assessment / Standards of Cover Study

and Human Resources functions, the Emergency Medical Services Department, the Fleet Services Division, Business Services functions, and the Community Risk Reduction Department, which is currently underway.

Contact: Brian Fennessy, Fire Chief

Email: brianfennessy@ocfa.org

Phone: (714) 559-2700

City of Santa Monica, CA – Fire Department Community Risk Assessment / Standards of Coverage Analysis

Citygate completed a comprehensive community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department to ensure quality improvement and the highest level of service through accreditation, credentialing, and education.

Contact: Tom Clemo, Deputy Fire Chief

Email: tom.clemo@smgov.net

Phone: (310) 458-8666

Chino Valley Independent Fire District, CA – Standards of Coverage Assessment and Master Plan Update

Citygate conducted a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District in San Bernardino County, California. This project included a comprehensive community risk assessment, Standards of Coverage analysis, fiscal and staffing analysis, and future needs assessment.

Contact: Tim Shackelford, Fire Chief

Email: tshackelford@chofire.org

Phone: (909) 902-5260

City of Pearland, TX – Standards of Coverage and Staffing Utilization Study

Citygate completed 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 current delivery of all Fire Department services, as well as recommendations to ensure service delivery meets current 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.

Contact: Vance Riley, Fire Chief

Email: vriley@pearlandtx.gov

Phone: (281) 997-5852

City of San Diego, CA – Standards of Coverage Update Analysis

Citygate completed 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.

Contact: Brian Fennessy, Retired San Diego Fire Chief, Current Orange County Fire Authority, Fire Chief

Email: brianfennessy@ocfa.org

Phone: (714) 559-2700

City of Fremont, CA – Fire Department Standards of Coverage Assessment

Citygate conducted a Fire Department Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, including labor, management, elected officials', and community expectations for delivery of fire service, EMS, and special hazard service; an analysis of the values to be protected in the Department, 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 Department's fire stations; and an analysis of the Department's ability to meet its fire and EMS first responder deployment needs and expectations.

Contact: Curtis Jacobson, Fire Chief

Email: cjacobson@fremont.gov

Phone: (510) 494-4200

Cities of Brea and Fullerton, CA – Assessment of Fire Resource and Ambulance Plan; Feasibility Analysis for Providing Multi-City Fire Services under JPA Jurisdiction

Citygate provided an operational and fiscal feasibility review of the Cities' staff work on structuring a fire engine and ambulance deployment service plan. The envisioned plan used new City employees under the supervision of the jointly managed Fire Department.

Subsequently, Citygate completed a study to evaluate all feasible alternative opportunities for completing and enhancing the fire services consolidation already implemented in the Cities.

City of Orange, CA – Standards of Coverage Assessment

Citygate completed a Standards of Coverage study for the City of Orange Fire Department. This study included a deployment review and an analysis of staffing, fire incidents, mutual aid, geographic patterns, station location, and station operations. In addition, Citygate provided recommendations regarding deployment options.

City of Orange, CA – Headquarters and Support Functions Review and Strategic Plan

Citygate completed a headquarters and support functions review and strategic plan as an addendum to our 2014 Standards of Coverage plan contract for the City of Orange. The project included three steps that involved the participation and direction of the Department's senior staff. The final work product was a strategic plan to provide guidance for the Department for the next five or more years.

City of Mountain View, CA – Community Hazard and Risk Assessment, Standards of Coverage Study, and Station Location Analysis

Citygate completed a community hazard and risk assessment, Standards of Coverage study, and station location analysis for the City of Mountain View, California. This analysis included an examination of fire and environmental protection division workload, environmental protection, housing inspection, and deployment of fire resources.

City of Santa Clara, CA – Comprehensive Standards of Coverage and Headquarters Staffing Adequacy Review

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 Gilroy, CA – Expanded Standards of Coverage Assessment

Citygate Associates worked with the City of Gilroy, California, to expand the scope of work specific to the City in parallel with our Standards of Coverage Assessment for the Cities of Gilroy and Morgan Hill and the South Santa Clara County Fire Protection District. This expanded scope of work included performing a fire station relocation impact analysis, identifying the best option(s) to meet the current and anticipated near-term service demand in the Glen Loma area, developing a pilot program to best meet the near-term service needs for the Glen Loma area, evaluating the current and future Fire Department records management system options, and evaluating the Department's dispatch service options.

City of Carlsbad, CA – Standards of Coverage Update and Analysis of Ambulance Operations

Citygate conducted a Standards of Coverage assessment for the City of Carlsbad, California, to update the SOC assessment Citygate completed for the City in 2017. In addition, Citygate performed an ambulance operational and economics analysis to assist the City in its understanding of the current ambulance deployment, current and alternative staffing plans, and current ambulance services revenues and operating costs.

Santa Barbara County, CA – Operational Enhancements Update

Citygate recently completed an operational enhancements update for the County of Santa Barbara Fire Department. Citygate used the Standards of Coverage multiple-step process to determine if fire station locations and crew/apparatus staffing were meeting the unique needs of the Department's service areas. This study was an update to the fire service deployment and departmental performance audit study Citygate completed for the Department in 2012.

Cities of Brea, Buena Park, Fullerton, La Habra, and Placentia, CA – Police Dispatch Merger Feasibility Study

Citygate completed a dispatch study to evaluate opportunities for regional police, including evaluating opportunities for shared dispatching between two or more of the study partners that might achieve improvements in some or all of the following: efficiency and effectiveness, enhancing or expanding services, reducing and/or avoiding costs and duplications, standardizing services and programs, enhancing opportunities for future grant funding, and enhancing customer service.

Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, CA – Police Services Merger Feasibility Study

Citygate completed a police services consolidation and contract for shared services analysis. The study addressed opportunities for improvement in efficiency and effectiveness, enhancing or expanding services, reducing or avoiding costs and duplications, coordinating regional planning and eliminating artificial boundaries, standardizing services and programs, enhancing the opportunities for future grant funding, and enhancing customer service.

City of Los Angeles, CA – Standards of Coverage Analysis

Citygate is currently conducting the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system, including the current system's capacity to evolve over time as a very diverse metropolitan area. This analysis will determine if the current fire station locations and crew/apparatus staffing are sufficient to meet the unique needs of the Department's service area. A comprehensive community risk assessment will also be included as part of the overall analysis.

City of Redlands, CA – Fire Department Assessment and Deployment Study

Citygate recently completed a deployment study and assessment of the City of Redlands Fire Department. This study entailed a review of current organizational conditions, an analysis of future service demands and service delivery options, and development of a strategic plan to guide the Department over the next five years.

3.4 CITYGATE CLIENT SUMMARY

In addition to the projects cited previously, Citygate presents a list of additional fire services clients.

Fire Standards of Coverage / Deployment Studies

- ◆ City of Alameda, CA
- ◆ Alameda County, CA
- ◆ Alameda County Fire Department, CA
- ◆ City of Bakersfield, CA
- ◆ City of Bloomington, MN
- ◆ 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
- ◆ City of Los Angeles, 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
- ◆ City of Mountain View, CA
- ◆ National City, CA
- ◆ City of Orem, UT
- ◆ 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 Santa Monica, CA
- ◆ City of Seaside, CA
- ◆ Snohomish County Fire District 1, WA
- ◆ Solano County Local Agency Formation Commission, CA
- ◆ 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
- ◆ City of Tacoma, WA
- ◆ 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

City of Brea, CA

Proposal to Conduct a Community Risk Assessment / Standards of Cover Study

- | | |
|------------------------------------|---------------------------|
| ◆ North County FPD, CA | ◆ Ventura County FPD, CA |
| ◆ North Lake Tahoe FPD, NV | ◆ City of Victorville, CA |
| ◆ City of Oakland, CA | ◆ City of Vista, CA |
| ◆ City of Ogden, UT | ◆ City of Woodland, CA |
| ◆ City of Orange, CA | ◆ Yuba City, CA |
| ◆ Orange County Fire Authority, CA | |

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 Santa Monica, 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

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
- ◆ Cities of Eagan and Burnsville, MN – Fire Services Merger
- ◆ 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
- ◆ Kern County Participating Cities, CA – Fire Services Review
- ◆ 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

General Studies

- ◆ Alameda County Health Care Services Agency (CA) – EMS System Consultation Services
- ◆ Alameda County, CA – Union City Fire Station Closure Analysis
- ◆ 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
- ◆ City of Glendale, AZ – Public Safety Audit
- ◆ City of Goodyear, AZ – Fire Department Management Audit
- ◆ Hamilton City Fire Protection District, CA – Preliminary Diagnostic Assessment
- ◆ Orange County Fire Authority – Service Level Assessment of the Executive Leadership Team and Human Resources Functions
- ◆ Orange County Fire Authority – Service Level Assessment of the Fleet Services Division
- ◆ 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
- ◆ 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 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
- ◆ Newark-Union City, CA – Fire Services Alternatives
- ◆ City of North Lake Tahoe, CA – Management Team Workshop
- ◆ Northstar Resort, CA – Fire Impacts and Growth Review
- ◆ Orange County Fire Authority – Service Level Assessment of the Emergency Command Center
- ◆ Orange County Fire Authority – Service Level Assessment of the Emergency Medical Services Department
- ◆ 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 Barbara County, CA – EMS Consultation Services
- ◆ 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
- ◆ City of Yorba Linda, CA – Emergency Operations Center Training
- ◆ Yuba County, CA – Comprehensive Services Delivery and Staffing Review

SECTION 4—PROJECT COST

4.1 PROJECT FEES

Our charges are based on *actual time* spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost based on our Work Plan and Scope of Work as follows.

Project Component	Project Team Consulting Fees	Administration (5% of Hourly Fees)	GIS Data Cost	Reimbursable Expenses	Total Cost
Core Project Work Plan	\$57,120	\$2,856	\$0*	\$0	\$59,976
Optional On-Site Mid-Project Briefings and Final Report Presentation	\$1,900	\$95	\$0	\$4,085	\$6,080
Total Project Cost with Option	\$59,020	\$2,951	\$0	\$4,085	\$66,056

* 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 City'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 \$3,200, increasing the core project cost to \$63,176.

This cost proposal reflects our best effort to be responsive to the City's needs for this study at a reasonable cost. If our proposed scope of work and/or costs are not in alignment with City needs or expectations, we are open to discussing modification of our proposed scope of work and associated costs.

This price quote is effective for three months and includes one (1) draft report review cycle as described in Task 4 of our Project Work Plan to be completed by Citygate and the City within 30 calendar days of delivery of the Draft Report. Additional draft cycles or processing delays requested by the City would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered final if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

4.2 STANDARD HOURLY BILLING RATES

Classification	Rate	Consultant
Citygate President	\$250 per hour	David DeRoos
Public Safety Principal	\$250 per hour	Stewart Gary
Senior Fire Services Specialist / Project Manager	\$225 per hour	Samuel Mazza
Fire Services Specialist	\$175 per hour	George Esbensen
Geo-Mapping Specialist	\$215 per hour	BERK Consulting
Statistical Specialist	\$195 per hour	Michael Fay
Report Project Administrator	\$135 per hour	Various
Administrative Support	\$95 per hour	Various

4.3 BILLING SCHEDULE

We will invoice 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 through ACH Transfer, 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

Until his retirement, Mr. Gary was the Fire Chief of the Livermore–Pleasanton Fire Department. Now in his 49th 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 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 of the California League of Cities, Fire Chiefs Department and Chairperson of the 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.

Relevant Experience:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 400 consulting projects. Some of the highlights and recent projects include:

- ◆ Served as Public Safety Principal and Project Director to conduct a feasibility analysis for providing multi-city fire services under Joint Powers Authority jurisdiction for the Cities of Brea and Fullerton, California.
- ◆ Served as Public Safety Principal / OCFA Project Manager for a service level assessment of the Orange County Fire Authority's Field Deployment services utilizing the Standards of Coverage methodology. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
- ◆ Served as Public Safety Principal for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served as Public Safety Principal to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ Served as Public Safety Principal and Project Director for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.

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- ◆ Served as Public Safety Principal and Project Director for a Standards of Coverage update for the San Diego Fire-Rescue Department.
 - ◆ Served as Public Safety Principal for a Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, a risk assessment, and a deployment analysis.
 - ◆ Served as Project Director and Standards of Coverage Specialist for a Standards of Coverage assessment for the City of Orange Fire Department.
 - ◆ Served as Public Safety Principal for a headquarters and support functions review and Strategic Plan for the City of Orange Fire Department.
 - ◆ Served as Public Safety Principal for a community hazard and risk assessment, Standards of Coverage study, and station location analysis for the City of Mountain View, California, including an examination of fire and environmental protection division workload, environmental protection, housing inspection, and deployment of fire resources.
 - ◆ Served as Public Safety Principal for a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara, California, fire department.
 - ◆ Served as Public Safety Principal to expand the scope of work specific to the City of Gilroy, California, in parallel with Citygate's Standards of Coverage Assessment for the Cities of Gilroy and Morgan Hill and the South Santa Clara County Fire Protection District.
 - ◆ Served as Public Safety Principal and Project Director to conduct a Standards of Coverage assessment for the City of Carlsbad, California, as well as an ambulance operational and economics analysis.
 - ◆ Served as Public Safety Principal and Project Director for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the 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, California.
 - ◆ Served as Public Safety Principal and Project Director for a police services consolidation and contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.
 - ◆ Currently serving as Public Safety Principal and Project Director for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
 - ◆ Served as Public Safety Principal for a deployment study and assessment of the City of Redlands Fire Department.

Relevant Non-Citygate Experience:

- ◆ 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 and assisted the Clark County Fire Department with the initial draft of their 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 SOC 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 fiscal year 2000/2001 of \$18 million. Service was provided from eight stations and a training facility, with two additional stations under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the SOC system for fire service deployment. He reworked 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 Livermore Fire Department's addition 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 revoked 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 SOC 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 in Colorado Springs, Colorado
 - Seattle-area Fire Chiefs
 - Fire Chiefs Association of British Columbia in Vancouver
 - 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 second, third, and fourth editions of the *Commission on Fire Accreditation Standards of Response Cover Manual*.
- ◆ “System of Cover: Using the Accreditation Commission’s SOC systems approach for deployment,” *Fire Chief*, February 2001.
- ◆ “Data to Go: Designing and implementing wireless data technologies for the fire service,” *Fire Chief*, December 2000.

Chief 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 Management Team and continues to serve as a member of the Monterey County Emergency Operations Center staff. Chief 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.

Chief 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.

Relevant Experience:

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

- ◆ Served as Senior Fire Services Specialist for a service level assessment of the Orange County Fire Authority's Fleet Services Division to ascertain the efficiency and effectiveness of Fleet Services' operations and ensure compliance with policies/procedures, best practices, and regulatory agencies. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ 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 Services Specialist for a Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, a risk assessment, and a deployment analysis.

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- ◆ Served as Senior Fire Services Specialist and Project Manager for a community hazard and risk assessment, Standards of Coverage study, and station location analysis for the City of Mountain View, California, including an examination of fire and environmental protection division workload, environmental protection, housing inspection, and deployment of fire resources.
 - ◆ Served as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara Fire Department.
 - ◆ Served as Senior Fire Services Specialist / Project Manager to expand the scope of work specific to the City of Gilroy, California, in parallel with Citygate's Standards of Coverage Assessment for the Cities of Gilroy and Morgan Hill and the South Santa Clara County Fire Protection District.
 - ◆ Served as Senior Fire Services Specialist for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
 - ◆ Currently serving as Senior Fire Services Specialist for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
 - ◆ Served as Senior Fire Services Specialist and Project Manager for a deployment study and assessment of the City of Redlands Fire 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 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 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.
 - ◆ Served as Senior Fire Services Specialist for a Standards of Coverage and headquarters services assessment for the Fire Department in the City of Milpitas, California.
 - ◆ Currently serving as Senior Fire Service Specialist for community risk assessment and Standards of Coverage study for the Monterey Fire Department in the City of Monterey, California.
 - ◆ Serving as Senior Fire Services Specialist and Project Manager for a Standards of Coverage study for the Novato Fire Protection District to provide data-driven recommendations to improve the District's ability to perform its mission under both existing and supplemental funding scenarios.

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- ◆ Served as Senior Fire Services and Risk Assessment Specialist for a comprehensive community risk assessment, Standards of Coverage study, and station location and deployment study for the City of Sunnyvale, California.

Relevant Non-Citygate Experience:

- ◆ Developed curriculum for the National Fire Academy in Emmitsburg, Maryland, including the following courses: Politics for the Local Fire Chief, New Fire Chief series, and Creating Fire Adapted Communities in the Wildland Urban Interface.

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 for the 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.

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- ◆ Coordinated development and implementation of fire suppression assessment and mitigation fee ordinances.
 - ◆ Co-facilitated development and implementation of multiple-agency engine and truck company performance standards.

Instructor and Lecturer:

- ◆ Instructor – Executive Analysis of Community Risk Reduction (second-year Executive Fire Officer Program curriculum) – National Fire Academy in Emmitsburg, Maryland
- ◆ Instructor – ICS-100, ICS-200, ICS-300, ICS-400, IS 700a, IS 800b – California State University, Monterey Bay

Presentations:

- ◆ “Strengthening Your Core – Collaborative Service Delivery Systems,” California Association of Joint Powers Authorities conference, September 2009, Lake Tahoe, California. Outlined key issues and solution strategies relating to the consolidation of the Monterey and Pacific Grove fire departments.
- ◆ “Fire Service Challenges and Cooperative Solutions,” California Association of Local Agency Formation Commissions conference, April 2010, Santa Rosa, California. Outlined key issues and solutions relating to the consolidation of the Monterey and Pacific Grove fire departments in 2008 and the current initiative to develop a shared governance fire agency for the Monterey Peninsula region.

Publications:

- ◆ “Identifying Workforce Issues Relative to the Proposed Consolidation of the Monterey, Pacific Grove, and Carmel Fire Departments,” National Fire Academy, (Emmitsburg, Maryland: July 2007).
- ◆ “An Evaluation of Self-Contained Breathing Apparatus Voice Communications Systems,” National Fire Academy, (Emmitsburg, Maryland: June 2008).
- ◆ “Identifying and Mapping Critical Infrastructure and Key Resources for the City of Monterey, California,” National Fire Academy, Emmitsburg, (Maryland: June 2009).
- ◆ “Initial Damage Assessment Criteria and Procedures for the City of Monterey, California,” National Fire Academy, (Emmitsburg, Maryland: April 2010).
- ◆ “EMS Task Force White Paper,” Monterey County Health Department, Emergency Medical Services Agency, May 2001. Included an evaluation and recommendation of enhancements to the Monterey County EMS system.

Memberships:

- ◆ International Association of Fire Chiefs – Fairfax, Virginia
- ◆ California Fire Chiefs Association – Rio Linda, California

In his more than 32 years in fire service, Chief Esbensen has served as a firefighter, Squad Lieutenant, Assistant Chief – Operations, and Fire Chief. He started his career in 1986 as a probationary firefighter with the volunteer fire department in the City of Eden Prairie, Minnesota. In 1988, he was promoted to the role of Squad Lieutenant, and in 1994 he was promoted to Assistant Chief – Operations. All of these roles were as a volunteer. During this time, Chief Esbensen was highly engaged in the private sector, where he had a successful career starting new business ventures and growing existing entities. In 2002, Chief Esbensen was selected as Eden Prairie's first full-time Fire Chief / Director of Emergency Preparedness.

Chief Esbensen has a bachelor of arts degree in Organizational Leadership from Bethel College in Minneapolis. In addition, he has associate degrees in both Fire Science and Emergency Management from Hennepin Technical College in Minneapolis. Chief Esbensen is also a certified Emergency Manager with the State of Minnesota and is a Nationally Registered EMT-A.

Relevant Experience:

The following is a selection of Chief Esbensen's consulting experience since joining Citygate:

- ◆ Currently serving as Fire Services Specialist for an operations assessment for the Police and Fire Departments in the City of Orem, Utah, part of which will include a fire department Standards of Coverage assessment and a police field operations review.

Relevant Non-Citygate Experience:

- ◆ Developed and implemented Eden Prairie's model recruitment and retention program of non-career firefighters.
- ◆ Developed and implemented capital planning process for all Eden Prairie Fire Department needs in excess of \$25,000.
- ◆ Established financial metrics for Eden Prairie's non-career firefighter pension fund.
- ◆ Took over leadership of Eden Prairie's building inspection department.
- ◆ Expanded the Eden Prairie fire inspections department to ensure more robust inspecting of new and existing occupancies.
- ◆ Took over responsibility for Eden Prairie's 9-1-1 Center for all capital improvements, including radio tower enhancements and deployment of next generation handheld and mobile radios.
- ◆ Expanded Eden Prairie's utilization of full-time firefighters to supplement non-career firefighter response capacity.
- ◆ Established Eden Prairie's weekly communication tool for all staff.
- ◆ Established Minnesota's largest and best trained Community Emergency Response Team program to augment full-time City staff in the event of a disaster.
- ◆ Rewrote Eden Prairie's Emergency Operations Plan and trained all staff and elected officials on critical components.

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- ◆ Implemented Warning Siren replacement/expansion strategy, leveraging cell carriers' needs for more locations within Eden Prairie.
 - ◆ Expanded Eden Prairie's weekly fire staff coverage from completely on-call model to an all-day, everyday staffing model, blending full-time career firefighters and non-career firefighters working scheduled shifts.
 - ◆ Expanded Eden Prairie's total number of training hours for firefighters to allow more options for critical training needs.
 - ◆ Successfully implemented Eden Prairie's online scheduling and permit application process in the building department. Subsequent reduction in front desk visits and phone calls allowed inspectors more time to deal with complex customer permitting and code needs.
 - ◆ Led deployments regionally and nationally as an Incident Commander with the State of Minnesota's Type III All Hazard Incident Management Team, including:
 - Hurricane Sandy – Coordinated meal delivery to impacted areas and deployment of generators to polling locations.
 - Hurricane Irma – Set up points of distribution for delivery of MREs, water, and medical supplies.
 - Wadena EF5 Tornado Incident – Established continuity of government operations for initial recovery operations.
 - Red River Valley Flood Disaster – Coordinated successful countywide evacuation of vulnerable populations from flood water impacts and set up temporary shelter and meal distribution locations.

Memberships:

- ◆ International Association of Fire Chiefs – Great Lakes Board of Directors
- ◆ Minnesota State Fire Chiefs Association – Past President
- ◆ Metro Fire Chiefs Association – Past President
- ◆ Hennepin County Fire Chiefs Association – Past President
- ◆ Minnesota Fire Association Coalition

Instructor and Lecturer:

- ◆ Chief Esbensen is an instructor and lecturer on fire service culture change, leadership and management. Over the last 20 years, Chief Esbensen has presented training courses, lectures, and workshops throughout Minnesota to fire service professionals and elected officials.

Legislative Experience:

- ◆ Hometown Heroes Protection Act
 - Expanded Line-of-Duty Death healthcare benefit provision to non-career firefighter survivor families.
- ◆ Cancer-Causing Flame Retardant Ban Legislation

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- Provided for the phase out of six known highly carcinogenic flame retardants.
 - ◆ Minnesota Fire Safety Account Fee
 - Provides funding for the State Fire Marshal's Office, Regional Technical Response Teams, Supplemental Fire Training Funds, and Shared Services Grants.
 - ◆ Governor's Taskforce on Volunteer and Combination Fire Department Challenges
 - Studied and made recommendations on strategies and tactics related to recruitment and retention of non-career firefighters in Minnesota.
 - ◆ Pilot Program Volunteer Recruitment and Retention Incentives
 - Created an annual payment to non-career firefighters each year they remained with their local fire department; conducted a three-year study to determine if incentives would be effective; results were positive, but funding was not appropriated to continue the study or expand statewide.
 - ◆ Pension Committee on Statewide Pension Plan Modifications for Volunteer Firefighters
 - Studied emerging issue of Fire Relief Association funding when the mix of career and non-career begins to shift toward less non-career and more career firefighters; examined impacts to the FRA plan versus overall fire department funding needs.
 - ◆ National Firefighter Cancer Registry
 - Lobbied in Washington, D.C., for legislation to begin to track cancer issues in the fire service.
 - ◆ FirstNet Enabling Legislation
 - Lobbied in Washington, D.C., for passage of the legislation creating a high-speed national cellular network dedicated to first responders.

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:

- ◆ 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.
- ◆ Served in an oversight capacity to conduct a feasibility analysis for providing multi-city fire services under Joint Powers Authority jurisdiction for the Cities of Brea and Fullerton, California.
- ◆ Served in an oversight capacity for a police dispatch shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Placentia, California.
- ◆ Served in an oversight capacity for a police services consolidation or contract for shared services analysis for the Cities of Brea, Buena Park, Fullerton, La Habra, and Yorba Linda, California.
- ◆ Served in an oversight capacity for a service level assessment of the Orange County Fire Authority's Field Deployment services utilizing the Standards of Coverage methodology. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
- ◆ Served in an oversight capacity for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
- ◆ Served in an oversight capacity to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ 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 a Standards of Coverage update for the San Diego Fire-Rescue Department.
- ◆ Served in an oversight capacity for a Standards of Coverage assessment for the City of Fremont, California. This assessment included an analysis of service delivery expectations, a risk assessment, and a deployment analysis.
- ◆ Served in an oversight capacity for a Standards of Coverage assessment for the City of Orange Fire Department.

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- ◆ Served in an oversight capacity for a strategic plan and a headquarters and support functions review for the City of Orange Fire Department.
 - ◆ Served in an oversight capacity for a community hazard and risk assessment, Standards of Coverage study, and station location analysis for the City of Mountain View, California, including an examination of fire and environmental protection division workload, environmental protection, housing inspection, and deployment of fire resources.
 - ◆ Served in an oversight capacity for a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara, California.
 - ◆ Served in an oversight capacity to expand the scope of work specific to the City of Gilroy, California, in parallel with Citygate's Standards of Coverage Assessment for the Cities of Gilroy and Morgan Hill and the South Santa Clara County Fire Protection District.
 - ◆ Served in an oversight capacity to conduct a Standards of Coverage assessment for the City of Carlsbad, California, as well as an ambulance operational and economics analysis.
 - ◆ Served in an oversight capacity for an operational enhancements study for the County of Santa Barbara Fire Department, an update to the fire service deployment and departmental performance audit study Citygate previously performed for the Department.
 - ◆ Currently serving in an oversight capacity for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
 - ◆ Served in an oversight capacity for a deployment study and assessment of the City of Redlands Fire Department.

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 nonprofit and association management for the University of Southern California. He speaks and trains frequently on the topic of leadership, character, and values. Mr. DeRoos holds a certificate in public sector labor management relations from UC Davis and is a Certified Management Consultant (CMC).